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Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.
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A Satisfying Experience

By WILLIAM A. PURTELL, *President*

THIS month brings to a close my two-year term as president of our Association. Our by-laws wisely provide that no holder of this high office can serve more than two successive years, and I therefore must relinquish to my successor the duties of an office in which I have found much pleasure.

This, my last message as your president, affords me the opportunity to say to each and everyone "thank you" for your confidence manifested by your election of me to the presidency, for your whole-hearted support during my term of office—and for the support I know you will extend to our new president.

The honor of serving as president of our Association is of itself more than ample compensation for such time and effort as the duties of the office require. An even greater reward was the opportunity of becoming better acquainted with a larger number of our members, of increasing friendships, and of making a close observation and evaluation of the services our Association renders to its membership and to the economic welfare of the people of Connecticut.

Upon my assumption of office I had, of course, the advantage of an excellent record set by my predecessors and also a capable, functioning staff thoroughly grounded in their duties and performing in a most satisfactory manner. Also I had available at all times the counsel and the assistance of cooperative fellow-officers, a capable executive committee and board of directors.

During my term of office the Association was relatively free of pressing problems, but in such in-

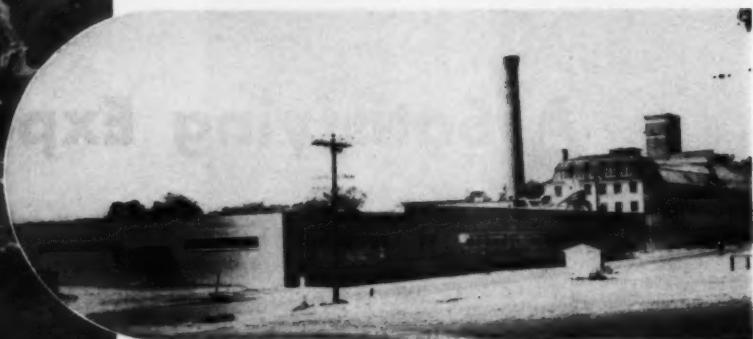
stances as the office required me to state publicly our Association's stand on controversial matters, I received and was most grateful for the complete cooperation of our membership.

For many years the holding of our annual meeting and dinner has been a problem because of the unavailability of adequate facilities. Through the foresightedness of my immediate predecessor, Edward Ingraham, a solution was found to this problem. Through him Yale University was made available to us, and it was with much pride and even more gratitude that I participated in the outstanding meetings held there in 1949 and 1950.

Our Association, which has been in continuous operation since 1815, has a record of accomplishment that through the efforts of our staff, our board, and our membership, I am proud to say was not dimmed during these past two years.

As I leave the presidency I shall carry with me the rich experience of the past two years and with even more pleasure the enriched friendships so willingly given me. I know that the same opportunity which it has been my privilege to enjoy will be extended to my successor and that the Association will continue to thrive and to expand in size and in services for the good of the people of our State.

May this Christmas be a happy one for our children and a period for rechristening of our lives to upholding the moral and spiritual values which built this nation, and without which there can be no brighter New Year of peace in a troubled world.



THE PRATT, READ CO. PLANT AT IVORYTON.

PRATT, READ & CO., INC.

PIANO ACTION MAKERS

EDITOR'S NOTE—This story of Connecticut's second oldest industry—Pratt, Read & Co., Inc., is one of a continuing series published in *Connecticut Industry* each month as an educational feature.

IN 1798 an enterprising gentleman by the name of Phineas Pratt and his two sons began making ivory combs by hand in the southern Connecticut village of Saybrook. From this small beginning has sprung the vast key and action factory of Pratt, Read & Co., Inc., Ivoryton, Connecticut. This company, which is known wherever keyboard instruments are made or bought, is the oldest and largest piano supply house in America, the largest employer of labor in the lower Connecticut Valley, and the largest processor of top grade northern hardwoods in Southern New England.

Ivory was in good supply in those early days because of the great triangle trade with Africa. Rum, calico, munitions, cutlery and other New England products were carried on the outward voyage to Africa; and the return trip to the Southern parts of the United States found the ships loaded with slaves for the vast plantations, and with spices, fruits, and skins. Completing the triangle, cotton and other raw materials were carried up the coast to supply the northern manufacturing centers. The captains of these ships, many of whom came from Connecticut

coastal towns, often brought back ivory as incidental cargo because of its durability and relatively high value. Thus it was that ivory became so plentiful and its manufacture so important to the town, that it adopted the name "Ivoryton."

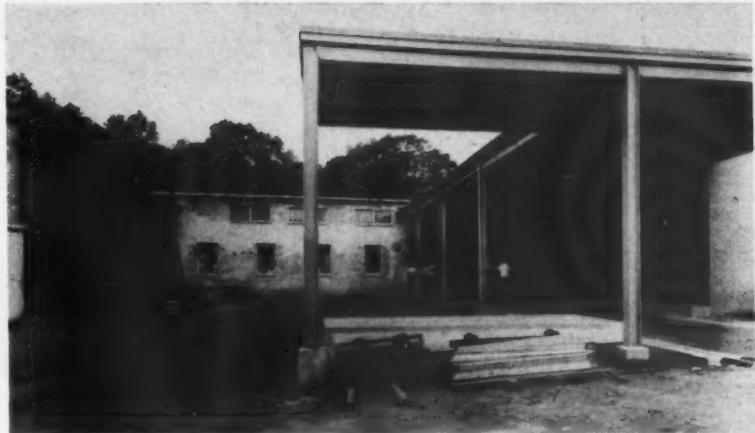
The ivory comb business flourished and by 1809 George Read had dammed a stream and begun using water power to drive the machines which he had developed to cut the combs. Soon other individuals and groups followed his example and a number of small com-

DURING WORLD WAR II the company converted to the production of gliders.



panies, all working in ivory sprung up. Perhaps the most important of these was started by Samuel Merritt Comstock who settled in the community in 1834, and who headed a firm which was known as Comstock, Cheney & Company. His original partner, George A. Cheney, made many trips to the ivory markets in Zanzibar. On one prolonged visit, his wife gave birth to two boys who were the first white children ever to be born on this remote island.

Pratt Read is proud of its record of continuous management. At present, George Cheney Seeley and Peter H. Comstock, direct descendants of the founders, serve the company as directors and Vice-Presidents. Their families have been closely connected with the



THE COMPANY'S dry kiln is shown here on the left, and the lumber transfer shed on the right.



A TYPICAL ASSEMBLY ROOM SCENE.

running of the business throughout its existence.

From the making of ivory combs, these firms turned to the manufacture of turnings, toothpicks, paper folders, and, of related ivory products such as beads, in 1839, veneers for pianos and other keyboard instruments. Toward the end of the century piano actions, which now form a large part of the business, were added as an additional line.

Several firms were bought by or merged with Pratt Read to form the present firm which is the largest of its type in the world. The two most important dates in this connection are 1863 and 1937. On the former date a group of concerns, all working in ivory, joined together and incorporated as Pratt, Read & Co., Inc. under the laws of Connecticut. The latter date marked

the merger with the Comstock, Cheney & Company.

Disaster

The greatest disaster in the history of the company came on the night of July 31, 1881. That fateful evening the main factory building, then located on Main Street, Deep River, caught fire and burned to the ground. The whole community felt the shock of this calamity and it was only through the unique cooperation of the Comstock, Cheney Co., then one of its chief competitors, that the economic effects of the community were not even greater. The latter firm lent its facilities to Pratt Read until a new building could be built and equipped. Thus there arose the peculiar situation of Comstock Cheney employees working the day shift with the Pratt Read men taking over the Ivoryton plant each night.

New Plant Protected

To prevent a repetition of such an occurrence, sprinkler systems, fire doors and windows, and outside fireproof stairways have been added. Last year a 100,000 gallon water tower was constructed to assure water pressure, additional water loops were installed in the vast lumber yard, and an auxiliary automatic pump was set up to work from the stream which separates the lumber yard from the factory proper. All this has resulted in an exceptionally low insurance rate for a woodworking company.

Further new construction has recently been completed in Ivoryton which not only gives Pratt Read expanded production capacity but also greater ver-

(Continued on page 29)

AN INTERIOR VIEW of the plant.





PRESIDENT G. ROBERTS JACQUES (left) points out features of a racing boat to his partner, Harold C. Sparks.

Packaged Boat Kits a growing Connecticut industry

By JOHN A. COX

EDITOR'S NOTE—This is one of an intermittent series of articles about comparatively new manufacturing enterprises in Connecticut. The story of Roberts Industries should strike a responsive cord with every fisherman and sailing boat enthusiast, and inspire other young men with ideas and enthusiasm to launch their own enterprises.

THE boat business is coming back to Connecticut in a big way but it is a far cry from the old days of hewn timbers and steamed planks. Instead, a Durham woodworking shop has been transformed into a growing state industry manufacturing prefabricated plywood boat kits.

The order files of Roberts Industries reads like a geography lesson for almost daily the small firm ships its boats in boxes to points all over the world.

Complete in every respect and needing only to be assembled by the purchaser, the hobby has caught on like

wildfire and unique methods employed by the Connecticut firm have boosted their sales up to a comparable position with five other small boat producers in the United States.

The two men behind Roberts Industries, G. Robert Jacques and Harold C. Sparks, started their boat shop about a year ago and went into mass production on one boat design. Today, they have nine different models, ranging from an eight-foot pram up to a 14-foot Vee bottom runabout. They range in price from \$42.50 to \$165.00.

Founding of Roberts Industries was

no accident. Jacques, who is president of the firm, had his own boat shop in Michigan prior to the war. He entered the service as a Naval architect. He has worked in many major boat firms, most of them in the luxury yacht field. While on one job he met Sparks. Sparks himself is a yachtsman, aviator and boat-builder and was formerly a service engineer for United Aircraft Corporation. They pooled their resources and "know how" and settled in Durham.

Both men design their own crafts and by employing mass production techniques have struck what they consider superior boat kits.

"Home boat building is nothing new," Jacques said. "Either builders started something in their cellar and had to knock out a wall to get the boat out, or they had to acquire a raft of tools and a good knowledge of boat

building. With prefabrication all that has gone out the window."

Roberts Industries does all the critical work for the buyer. Beyond that, they can sell the kit for 25 to 50 per cent less than what the same materials would cost in a lumber yard.

At the shop they cut, notch, sand, bevel and glue all critical parts. The potential builder needs only to follow the instructions and match the numbered and lettered parts. Assembly takes only a matter of hours and ordinary household tools are all that is required.

Kit buyers will find high grade marine plywood panels precut, screws, glue, caulking compound and other materials all packaged in a heavy corrugated cardboard box. Roberts boats also have higher freeboards and wider beams making them more seaworthy.

"We feel we have developed something that has taken the technical knowledge out of boat building yet leaves the hobby there," Jacques said. "The builder is guaranteed a factory quality boat when he is through but he has the pride and satisfaction of having done most of it himself."

Marine plywood came into its own during the war when special water resistant wood treating and special glues were devised. Plywood went into the manufacture of PT boats and landing barges. After the war it was converted to civilian marine purposes.

Roberts Industries occupies a 50 by 180-foot building and employs 12 persons. The company uses 6,000 square feet for manufacturing purposes and has an additional 3,600 square feet for storage. The company also utilizes a small plane which Jacques flies in connection with the business. A Canadian firm was recently licensed to manufacture the kits in that country.

In the last two years sportsmen and boat owners have invested more than \$4,000,000 in kits. They proved a big seller in summer camps last year and company records indicate professional persons have taken up the hobby in a big way since the finished product represents a long-lasting item.

The small prams and sailing boats have made a hit with children while sportsmen go for the various skiff models. A special racing job and runabout models are designed for outboard motor enthusiasts.

Roberts Industries keeps a large stockpile of marine plywood panels



ENTIRE KITS from raw stock to cardboard packaging are done in the Durham shop. (Bottom) A new model receives finishing touches before being tested. Photos by John A. Cox.

which the two men continually purchase in carload quantities. Besides keeping a rigid control on their production methods, the two men are continually testing their products under all sorts of weather conditions.

Several of the models are left tied to the dock at a nearby lake for a permanent weather and exposure check. Boats are frequently painted with different types of marine paint supplied by various manufacturers while plywood and marine fittings supplied by other vendors is checked in the same manner.

On the lighter side, the firm has a dealer in Alaska who flies kits into inaccessible lake areas by seaplane where they are assembled at hunting lodges and camps. In the wintertime he packs the long cardboard containers on dogsleds and makes overland delivery.

Letters to the company indicate many yacht clubs are using the boat kit idea as part of the primary training for the junior membership. Children not

only learn to handle boats but receive invaluable training in the intricate art of boat building, too.

Both Jacques and Sparks are hard pressed to keep display models in front of their small factory. While they try to keep their nine models on display, travelers invariably stop, buy the assembled boat and continue on their way. While they have done custom assembly work they discourage it where they can preferring to manufacture and ship the complete kits instead.

The novel firm employs methods which are far removed from the usual shipbuilding practices. Instead, some of the techniques are taken straight from the assembly lines of the automotive and aircraft industries.

To Jacques and Sparks, both inseparable, their business is plain "Yankee ingenuity" and their firm is a prospering Connecticut industry.

A "MUST" FOR INDUSTRY: *Foreman Training*

ARTHUR C. CROFT, President, National Foremen's Institute, Inc., New London, Conn.

EDITOR'S NOTE. The author of this article has been for more than 30 years a pioneer in developing training materials for use by management in training foremen and supervisors. He has been president of the Institute since 1936, an organization which was incorporated in 1929 as the outgrowth of the work of a predecessor organization launched in 1917, known as The Institute of Business Practice. The National Foremen's Institute, which recently moved its main office from Deep River to New London, Connecticut, also has offices in New York, Washington, Chicago, Los Angeles, Montreal and Newport, Monmouthshire, England. Although the Institute publishes manuals, books, pamphlets, and periodical letters on many phases of industrial relations for use by top executives, foremen and employees, its specialty lies in the preparation, publication and sale of foreman training programs for industry.

IT IS probably a fact that the character of management differs in some respects from company to company. But there seems to be at least one characteristic which is common to all management: It must rely upon supervisory employees for the direction of rank and file operators and for enforcing company policies. In industry these supervisory employees are, primarily, the foremen. There may be as many as two million foremen in all of American industry today.

How foremen are selected, how they are trained, and how they discharge their responsibilities is of truly crucial importance to a company's well-being. This point was never more vividly illustrated than when the Russians, after they had succeeded in putting some German scientists to work on arms and atomic developments, had to kidnap scores of German technicians and foremen to direct the operations in Moscow's laboratories and factories. So essential proved the foreman's function that when the Russians realized the lack of trained supervisory personnel of high technical competence, they found themselves compelled to fill this void by force and coercion.

Though our methods do not resemble those used by the Russians, the problem of finding and utilizing competent supervisors should be given much more thought in, say, Hartford



A. C. CROFT

or New Haven than it is evidently given in Moscow. Our foremen must be capable of meeting schedules and deadlines, maintaining work standards, using machinery and equipment economically and efficiently, training operators and employing them to the best of their individual abilities. We also want our foremen to be alert in improving work methods and procedures, in avoiding or eliminating bad practices with respect to housekeeping and safety, and in seeing that tardiness, absenteeism and lack of discipline remain at a minimum. In addition, we

like our foremen to be effective and diplomatic in handling worker grievances and complaints, and in interpreting and applying policies and rules. A foreman should be able to arouse among his employees the spirit of cooperation; he should have a knack for eliciting their ideas and suggestions. Last but not least, a foreman should execute orders and instructions satisfactorily; he should be willing to cooperate with staff men and superiors.

It is evident from this list of particulars that few men, if any, can be found who have all the desired or required qualifications. We consider ourselves lucky, therefore, when we are able to fill a foreman's position with a person who seems to have enough technical experience and competence to understand and direct the work of rank and file operators. Probably in most cases, this man is taken from the ranks, where he had demonstrated his skill and ability. But how does he handle others? How does he get along with people? Is he capable of giving training, of explaining rules and procedures? Can he take and execute orders? How does he stand up under pressure? Is he capable of seeing things from management's point of view? Does he identify himself with management's objectives? When our eyes are glued on a man's technical skill, we almost always succeed in appointing a foreman who is deficient in, and frequently ignorant of, the executive qualities required in his position. This man needs training; he has just been appointed, he is not yet qualified. Some of the situations in which he will find himself are described in the following paragraphs.

The Job Transfer Problem

Employee transfers from one job to another have never been easy to handle. But this problem is particularly acute when, as is the case so often these days, a company attempts to gain or maintain competitive advantages by

developing new products. Such new departures in production naturally entail job changes for at least some employees. But employee resistance to transfer may readily assume the proportion of a critical problem. One foreman, selected to supervise one group of employees about to be transferred, explained the new piece rates to his men and answered all their questions as best he could. Even so, output failed to rise after a reasonable interval. The men bickered constantly with their foreman. Several grievances were filed and a few men quit during the first fifteen days after the change. Whatever the foreman might have done to handle the situation successfully, he had no experience and was incapable of avoiding the loss of production and morale involved in the bickering, grievances and quits.

Supervision of Women

The battle of the sexes has, according to the sages, gone on since time immemorial. That battle, however, doesn't have to be fought on the job. Yet it goes on quite often—whenever a foreman supervising women workers acts on the basis of such views as: Women are vainer than men; they are less bright, weaker and less determined than men. Supervision, however, should not be based on popular prejudice but on understanding and factual knowledge. Though there may be no disagreement that women are different from men, supervisory behavior seldom bears out this obvious fact. For, time and again, foremen tend to condemn women workers for failing to act as men would under like circumstances. A good example is the foreman who thought it was silly for a girl to glance at her reflection in a window every time she passed it. He finally lost his temper and bawled her out. The girl resented his rage at what, to her, was a perfectly innocent and natural thing to do. The other women took her side and the foreman soon had cause for wondering why he was disliked and resented, why the women made life so difficult for him.

Employee Instruction

Most foreman functions involve teaching or instructing employees. He has to get a lot of information into people's heads, and he must see that they make use of it. But how many foremen know that when they train a man they assume the obligation of turning an ignorant or unsatisfactory

beginner into a competent and responsible worker? A foreman will succeed only when he gives the beginner sufficient time and adequate opportunity for learning the operations that are expected of him. This implies that a foreman should know what qualifications he expects a beginner or trainee to have; what additional qualifications (skills, knowledge, appreciation of responsibility) he expects him to acquire; how these qualifications can best be taught—by telling, showing, doing; and how much training time should reasonably be involved in teaching and acquiring these qualifications. Because many foremen have no or only vague notions on these points, it is very often the case that new employees do not last; that there is much more turnover, costly under any circumstances, than is warranted by the state of the labor market.

Sensing Individual Characteristics

One always equals one—in arithmetic, in all other abstract thinking, and in standard production. But one never equals one when it comes to living things. As no leaf is ever exactly like another leaf, so no human being ever exactly resembles another human being. Yet this insight, though obvious, belongs to the kind of knowledge which most foremen rarely apply in their daily contacts with people. Grievance records bulge with illustrations that no matter how well-intended a foreman's standard treatment of his employees may be, it is bound to make for misunderstanding and conflict. The simple reason is that people, being individuals with their own personal notions and sentiments, refuse to be treated in a uniform way. This is what makes working with them so difficult, and what makes successful personnel relations so rare. Fixed standards and firm principles are all to the good—in their place. With respect to handling people, however, success depends on the foreman's ability to sense the personal characteristics of the men working for him, and on his willingness to adapt his behavior to their individual personalities.

Observation and Remedial Action

Good foremen are comparatively rare because too many of them become immune to the goings-on around them. They don't notice, or don't notice soon enough, when a situation develops that requires remedial action. A fore-

man may see a hundred times that an operator is careless; that a stack of material is placed where it constitutes a safety hazard (or where it is exposed to the danger of getting damaged); that someone has developed an operational shortcut which should be generally adopted; that one particular work difficulty or personnel problem is recurring again and again—and yet that foreman may never stop to think about his observation and try to do something about it. He lacks the one quality that a good manager must have above all other qualities—an eye for things. Few people retain or develop that quality without prodding and training.

Imparting Management Policies

Current management practice of keeping employees informed with regard to company matters has recently been studied by a team of Princeton University investigators. Their findings are of general interest because they show that word-of-mouth information, such as given by foremen, is best suited for full and immediate discussion of new developments. Workers, it seems, like to be informed by foremen in preference to the printed word or the impersonal voice of the loudspeaker. An equally revealing finding of the survey was that foremen tend to underestimate their own importance in giving information and explaining its significance. Most foremen are apt to forget that it is their contact with the men which is most meaningful to them. It is the foreman who represents the company to the men. He is the conveyor and interpreter of company policy and company affairs. But how often is he informed and capable enough to fulfill that function effectively?

Soliciting New Ideas

Many an employer is trying his very best these days to stimulate employee ideas for improvements of products, tools, or processes. Suggestion systems and prize contests are being introduced and popularized in more and more companies. Underlying these campaigns for practical ideas and suggestions is the assumption that since the individual operator knows the problems of his job better than anyone else, he is the logical source for thoughts on how to improve things. Yet when a foreman is too eager or somewhat

(Continued on page 22)

IT'S YOUR FEDERAL GOVERNMENT

New Series. No. 3. The Half-way Mark

By ROBERT L. JOHNSON, *President, Temple University and Chairman
Citizens Committee for the Hoover Report*

If there was ever a group of people who had reason to feel satisfaction over a succeeding program, it is the thousands of devoted people who have striven so hard to bring about the enactment of the bipartisan Hoover Commission's recommendations. Today about 50 percent of the Commission's recommendations are definitely "on the books." This is real cause for satisfaction—but not complacency. Although the job is half done, the hardest part still lies ahead.

We know, however, that the goal is well worth reaching. In a little over a year we have seen the results of vast improvements in government efficiency. This is true especially in the swift conduct of the Korean war under defense reorganization based on the Report's recommendations. We have already seen savings achieved that will be close to \$2 billions annually. We have seen a marked change in public awareness of this crusade. The "doubting Thomases" and false prophets of failure, so numerous in the early days of the movement, are fast disappearing.

Nowadays practically everyone who opposes the reorganization program is somebody who will lose some entrenched position, or special privilege, or private gain, by its success. Millions of Americans are thinking and talking about the management of their government for the first time. It is one of the duties of a free people to do so. The Citizens Committee can never sufficiently thank the newspapers, magazines, the company publications, the radio and the motion pictures for helping us all to realize the obligations of citizenship.

Let me briefly review the improvements in government efficiency that are directly traceable to the enactment of the Hoover Commission's recommendations.

The Unification Act of 1949, which was based squarely on the Hoover Commission's Report, and the Eberstadt Task Force Report, resulted in a tri-Service team play by the Armed Services in Korea that has had the enthuz-



ROBERT L. JOHNSON

siastic praise of General MacArthur and General Carl Spaatz in published statements. But there is more to it than that.

For the first time in modern history this nation met a war crisis within the framework of the existing government. And without the creation of an "alphabet soup" of temporary, autonomous agencies.

Those of you who date back to World War I will remember the swarms of unwieldy, temporary agencies which lighted upon the government in a confusion of misdirected and sometimes competing efforts. The same thing was repeated in World War II. Thanks to the Hoover Report, this time the confusion was held to a minimum.

The nation now has an overall watchdog in its domestic economy, the National Security Resources Board. It was made possible under Reorganization Plan No. 4, which placed the responsibility directly under the President and Plan No. 24 of 1950 which gave it a strong chairman with authority to co-ordinate government agencies and establish civilian defense.

Under Reorganization Plan No. 5 the National Production Authority has

been set up in the Department of Commerce. It will do the job that in the last war was performed by the WPB.

Thanks to Plan No. 6 of 1950, manpower for defense will be mobilized by the Department of Labor. I think you will agree that this is superior to the temporary and chaotic setup of 1943-45 under the War Manpower Commission. Incidentally this change had the strong backing of the nation's great labor unions whose principal leaders are prominent members of the Board of Directors of the Citizens Committee.

War time responsibility for Natural Resources, which have been the playing of three competing agencies, has been placed by Plan No. 3 of 1950, with the Department of the Interior. This will result in vast savings of money and of the resources themselves.

Plan No. 21 of 1950 abolished the wasteful and inefficient Maritime Commission and placed its functions under the new Federal Maritime Administration in the Department of Commerce.

Greatly strengthened lines of authority in the State Department have resulted from its reorganization under Public Law No. 73 of May, 1949, which was based directly upon the Hoover Commission's report on Foreign Affairs.

In the closing days of the recent session of the 81st Congress, prior to its recess, three more Hoover Commission bills were passed. They were:

Public Law 841, which reorganizes management of the Panama Canal and establishes a new tolls policy;

Public Law 874, which reorganizes the Budgeting and Accounting practices of the Government, and

Public Law 873 which establishes "performance ratings" in place of the inaccurate "Efficiency Ratings" now given federal personnel.

These are our accomplishments to date. And they are very important. Next I shall tell you about those pending measures facing the new Congress and what they will mean to us, in savings and in efficiency, if they pass.

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The Cover



THIS month's cover picture by Josef Scaylea is a photo of Cotton Hollow Lane on Roaring Brook, South Glastonbury, after a snowstorm.

NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

THE RETIREMENT of Salvatore A. Rubino, assistant to the senior vice president of The Torrington Manufacturing Company, Torrington, has been announced by S. W. Farnsworth, president.

Mr. Rubino has served the company for 44 years, covering the years of the firm's greatest growth, from 75 employees in 1906 to more than 750 at the present time.

Since the inception of organized sports activities at The Torrington Manufacturing Company, many years ago, Mr. Rubino has been head of the recreational committee. He holds about 25 bowling trophies and has participated in many other forms of sport.

★ ★ ★

R. H. KNOWLTON, president of The Connecticut Light and Power Company, has announced that the company has placed an order for a 75,000 kilowatt steam turbogenerator which it is expected will be ready for service in about three years.

The new unit will incorporate the latest dependable developments in the science of generating electricity, and when it is installed will be the largest and most efficient steam unit in this area.

Mr. Knowlton pointed out that New

England now has 23.5 per cent spare or reserve electric generating capacity, about 50 per cent more than the national average.

★ ★ ★

OFFICIALS OF THE NEW HAVEN RAILROAD have announced the promotion of C. Harry McGill, vice president to the post of assistant to the president.

A native of Stamford, Mr. McGill has been with the company for 40 years and has wide experience in the railroad field.

★ ★ ★

A PERFECT SAFETY RECORD during June, July and August has earned for The Hartford Electric Steel Corp., Hartford, a top ranking spot among 133 steel foundries. The firms participated in the steel casting industry's 1950 national safety contest sponsored by Steel Founders' Society of America.

The Hartford company tied for first place with 31 other steel foundries competing in four national groupings. Each qualified for the society's highest honor safety award plaques by eliminating all lost-time injuries among plant employees during the three-month period.

A SUBSTANTIAL INTEREST in the Harwid Company, Cambridge, Massachusetts, has been purchased by Olin Industries, Inc., it has been jointly announced by John M. Olin, president of Olin Industries, and Harry H. Gilbert, chairman of the board of Harwid, and R. Widmer Hubbs, Harwid president.

The Cambridge firm manufactures polyethylene film, a fast growing new plastic material used for packaging such products as frozen foods, soap and small machine parts.

Mr. Olin also announced the appointment of Robert H. Evans as executive assistant to the president and executive committee of Olin Industries, Inc., of which Winchester Repeating Arms Co., New Haven, is a subsidiary.

Mr. Evans was formerly associated with the Riegel Paper Corporation as secretary, treasurer and director.

★ ★ ★

THE HORTON MANUFACTURING COMPANY, Bristol, makers of sporting goods bearing the "Bristol"

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trademark for more than 60 years, has announced a change of company name to the Horton Bristol Manufacturing Company.

The company was established in 1888 by Frank G. Hayward, Charles F. Pope and Charles S. Treadway. Pioneers in the development of the steel fishing rod, steel golf shaft, silk fishing line

and parachute shroud line, the company today manufactures and sells a complete line of telescopic, solid and tubular steel fishing rods, both solid and tubular glass fibred rods, reels for bait casting, fly casting, and spinning, nylon and silk fishing lines and golf clubs. It also sells golf bags, balls and accessories.

A 1950 TOP AWARD offered by the Direct Mail Advertising Association, Inc., has recently been won by New Departure Division of General Motors Corporation for its advertising program associated with the bicycle coaster brake business.

The New Departure campaign has been judged best in the field covering machinery and tools for consumer use. Carleton B. Beckwith, New Departure's advertising manager accepted the award for the division at the association's 33rd annual conference at the Roosevelt Hotel in New York.

The purpose of the New Departure campaign was, according to Mr. Beckwith, to announce a new product to dealer and jobber; to convince them of consumer acceptance and of potential profits; to outline and supply an effective sales and advertising plan; to explain how to install, adjust and service the product; and to convince the trade that New Departure will back up the efforts of dealers with an effective national advertising campaign.

★ ★ ★

THE 125TH ANNIVERSARY of Bigelow-Sanford Carpet Company, Thompsonville, was observed recently with a dinner meeting at the plant cafeteria at which the company was host to 150 business and civic leaders of the community.

The main speaker at the event was President James DeCamp Wise. He expressed appreciation of the cooperation and support which Bigelow has received during its long history in Thompsonville. He spoke of the firm's plans for the future, and revealed that in 1951 twenty-seven per cent of the company's production is scheduled to go into carpets containing synthetic fiber.

Mr. Wise reported that postwar modernization of plant facilities to increase production and improve quality had cost the company over \$10,000,000, of which 55 per cent had gone into the Thompsonville plant.

The anniversary celebration also included a two-day open house which attracted nearly 4,000 visitors. The company's history was recalled in an historical exhibit highlighted by photographs of the early days and by a "Cavalcade of Carpet," which depicted by periods the changing carpet styles.

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WEST SPRINGFIELD, MASS.

THE ASSETS of The Armstrong Manufacturing Company, Bridgeport, have recently been acquired by the Capewell Manufacturing Company of Hartford in a transaction involving nearly \$400,000.

Present plans call for continued operations of the Armstrong company at the present location until July of next year. At that time it will be determined whether the plant will be moved to Hartford.

★ ★ ★

TWO PERSONNEL ADVANCEMENTS have been announced by officials of the General Electric Company, Bridgeport. Robert P. Allison, Jr., has been appointed assistant manager of the Conduit Products division of the Construction Materials department, and Edgar A. Reiss has been named manager of manufacturing of the Wire and Cable division.

Mr. Allison, a graduate of Clarkson College of Technology, was employed by the company in 1935 as a test engineer. He has been a methods engineer and has served as works manager of G-E plants in Poughkeepsie and Lowell.

Mr. Reiss, who succeeds Mr. Allison as manager of manufacturing for the Wire and Cable division, is a graduate of Stevens Institute of Technology. He was first employed by the G-E in 1929 in the factory training course. He has served as plastics engineer at the Lynn, Mass., plant and assistant superintendent of wire and cable at the Schenectady, N. Y. plant. Prior to his promotion he was manufacturing engineer in the Wire and Cable Division.

★ ★ ★

THE GUILFORD FINISHING COMPANY, an organization recently formed by a group from Cranston, Rhode Island, has purchased a factory building in Guilford formerly owned by the Toy Pop Corporation.

The new owners will use the building for tracing, drawing and reproductions of paper and cloth. It is expected that the company will employ about 50 persons when production is started about the first of next year.

★ ★ ★

THE TORRINGTON COMPANY of Torrington has announced plans for the erection of a one-story monitor type factory building, approximately 40,000 square feet in size.

President L. J. Ross said the concern's bearing business expansion has

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William A. Purtell
PRESIDENT

PHOTO of Certificate of Recognition presented to Dexter D. Coffin, president of C. H. Dexter & Sons, Inc., Windsor Locks, oldest company in the state, by William A. Purtell, president of the Manufacturers' Association of Connecticut, Inc., at the evening session of the Association's 135th Annual Meeting at Yale University, Tuesday, September 12, 1950. This certificate, given to C. H. Dexter & Sons, Inc., in business in Connecticut since 1767, is similar to those awarded to 305 other Connecticut companies for their respective social contributions during the fifty or more years they have been in business.

brought about the need for additional space. Completion of the building is expected in the summer of 1951.

★ ★ ★

JOHN E. ECHLIN, president of the Echlin Manufacturing Company, New Haven, has been elected to membership on the administrative council of the National Metal Trades Association.

Mr. Echlin, who is president of the Connecticut branch of the association is a director of the Manufacturers Association of New Haven County, and a

former director of the New Haven Chamber of Commerce.

★ ★ ★

PLANS FOR THE CONSTRUCTION of a factory to cost over \$250,000 have recently been announced by the Revere Corporation of America, Inc., Wallingford. The new plant will be at the juncture of Old Colony and North Colony Roads in Wallingford. Approximately 12 acres of land with 956 feet of frontage has been acquired as the site.

Employing about 130 persons presently in the manufacture of precision instruments for aircraft and surgical instruments, the firm expects to increase its working force to about 250 when the new plant is completed in late April or May next year.

Designed along the most modern lines, plans call for a bomb shelter, the first of its kind in this area. Of reinforced concrete, the bomb shelter will be 16 feet below the ground level, and will be large enough to hold 250 persons. The T-shape building will be one story high containing approximately 40,000 square feet of floor space.

★ ★ ★

JOSEPH A. HORNE, chairman of the board of directors of The Yale & Towne Manufacturing Company, Stamford, died recently after a brief illness. He was in his 82nd year.

During his 58 years of uninterrupted association with Yale & Towne, Mr. Horne worked in close collaboration for three decades with Henry Robinson Towne, the co-founder of the company, with Linus Yale, Jr., Mr. Horne became one of the leading personalities in the two major industries in which Yale & Towne is engaged—locks and hardware, and materials handling equipment.

Mr. Horne began his long service with Yale & Towne in 1892 as a foreman, then rose successively to the post of acting president during World War I. He was named chairman of the board of directors in 1943.

He also had a distinguished career as a citizen of Stamford. At the time of his death he was a director and past president of the Stamford Hospital, a director of the First-Stamford National Bank & Trust Company, a director and vice president of the Stamford Citizens

Savings Bank and a director of the Connecticut Power Company.

★ ★ ★

PRODUCTION OF A NEW LINE of precision machine ground, solid tungsten carbide rotary files, reamers, end mills, internal grinding tools, boring bits and knurls, has been announced by The Charles L. Jarvis Company, Middletown.

The addition of these products is intended to round out the line of the Jarvis Company, for many years a recognized manufacturer of power tools.

A 12-page, 2 color folder, fully describing these new solid tungsten carbide tools is available.

★ ★ ★

A NEW ENGINEERING DATA FOLDER on what is said to be a revolutionary line of magnetic starters and contactors has recently been developed by The Arrow-Hart & Hegeman Electric Company, Hartford.

Known as the Arrow-Hart Type RA Magnetic Starters and Type CRA Magnetic Contactors, these controls are claimed to fill the need of original equipment manufacturers and design engineers for reduced weight and size without sacrifice of performance.

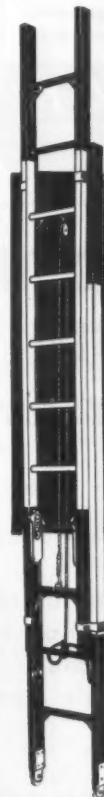
The smallest such controls on the market, they contain a patented right angle balanced mechanism, "blow-out" contact design, straight-through wiring, high arc resistant and suppression chambers, and other features claimed to add to performance and safety.

★ ★ ★

E. V. POMEROY, vice president of The American Hardware Corp., New Britain, has announced the appoint-



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ment of Casimer W. Wojack as manager of the P. & F. Corbin divisions, New York City office. Mr. Wojack replaces Clifton McKenna, who retired from that position last year.

Mr. Wojack joined the Corbin organization as a sales trainee in 1938. Three years later, after completing the firm's extensive on-the-job training course, he entered the contract sales department. In 1941 he was transferred to marine hardware sales work and in 1943 he was placed in charge of all the company's marine hardware sales.

In 1944 Mr. Wojack was appointed sales representative for the Boston territory, but resigned a year and a half ago to accept a position with Sargent & Company in New Haven.

★ ★ ★

THE BRIDGEPORT PLANT of Manning, Maxwell & Moore, Inc. has been purchased by the Chanin Organization, of New York. According to Irwin S. Chanin, head of the Chanin Organization, the property will be offered to industrial users for occupancy as soon as Manning, Maxwell and Moore transfers its Bridgeport operations to its new plant addition in Stratford.

The Stratford addition, now under construction, will increase the company's factory and office facilities by 175,000 square feet. The firm is in the process of expanding and consolidating its manufacturing operations in the Bridgeport area. Its executive offices, which have been located in the Chrysler building, New York, will be moved to the Stratford plant. Its export and sales offices will continue to be located in the New York office.

★ ★ ★

A NUMBER OF OFFICIALS of the General Electric Company attended the "open house" and dedication of the newly constructed addition to the Norfolk plant recently. Russell J. Priestley, manager, guided the visitors on a tour of the various departments of the plant which manufactures fluorescent starter switches.

The new addition, which covers an area of 5,700 square feet, will be used for additional assembly work and for storage purposes.

★ ★ ★

A 20-MINUTE FILM entitled "Speaking of Rubber," is currently being made in Naugatuck. Marshall Sewell, of the public relations depart-

ment of the U. S. Rubber Company office, New York, has revealed that the film will be a generalized story on rubber, is a non-commercial project sponsored by the U. S. Rubber Company. It will be used in public relations work for schools and service clubs.

The short movie, using Naugatuck as the typical rubber community, will not mention the borough by name, although many local people will appear in the final production.

It is expected that the film will be released early in 1951.

* * *

A D D R E S S I N G T H E N I N E-TEENTH annual New York Herald-Tribune Forum on the subject "Tapping New Potentials in Labor-Management Relations," Walter H. Wheeler, Jr., president of Pitney-Bowes, Inc., Stamford, said that "the only hope of real improvement in industrial relations lies in renewing our faith in individual man and in his potential—if not his actual—spiritual values."

Mr. Wheeler, who spoke on a panel moderated by President Douglas McGregor of Antioch College, said that "too many of us in labor management as well as in business management, approach this problem as simply a power struggle for spoils. This cynical, sophisticated view is shockingly close to the Communistic dialectic, for it leads us all to behave as if class warfare were inevitable, and as if man were totally preoccupied with material things."

Calling for an approach based on "good human relations as an end in themselves, not merely the means of earning more profits," Mr. Wheeler urged labor and management alike to make "truth, justice, freedom, charity and the dignity of each human being" something more than "comfortable abstractions."

* * *

REUBEN B. CHERRY, for 65 years a member of the sales staff at Sargent & Company, New Haven, has been made an honorary member of the American Society of Architectural Hardware Consultants.

Mr. Cherry, who is 90 years old, still works daily in the Sargent sales office. His honorary membership in the Society was voted in recognition of his long and outstanding personal contribution to the nation's builders' hardware industry.

He served as a consultant to the National Bureau of Standards in Washington during its formative years. In 1936



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he became a member of the 50-year club of "Hardware Age." During World War II he served as manager of the expanded Marine Hardware Division of Sargent & Company.

★ ★ ★

NEWEST OF THE SMALL FACTORIES in the state is one in Lyme which manufactures Contura, a portable photocopying device with which a research worker can make a speedy copy of any page in any book; a musician can make a photostatic copy of a musical score that interests him, or with which a scientist can reproduce with exactitude graphs and charts that would otherwise take hours of careful copying.

The device was invented by Frederic G. Ludwig, head of the photographic department of the Yale University Library. A transparent plastic cushion which adjusts itself automatically to the contour of the page solves the problem of photographing a page from a book with a close tight binding.

The Contura is now manufactured at the home of Walter Knollenberg of Lyme, scholar, historian and former librarian of Yale, who is part owner, production manager and sales agent of the firm, F. G. Ludwig Associates. Plans are being made now to locate a larger home for the new business.

★ ★ ★

TENTATIVE ESTIMATES of Army Quartermaster Corps expenditures covering textiles, footwear, and the manufacture of clothing for Army supply during the fiscal year ending June 30, 1951, have been announced by the Department of the Army. The figures are based on requirements as of October 13 and are subject to revision.

Contracts for virtually all textile and footwear items, and for cut-make trim operations are placed by the New York Quartermaster Procurement Agency, 111 East 16th Street, New York. Estimated total requirements, based on current costs, are as follows:

Cotton textiles, including threads, \$17,000,000; wool, \$40,000,000; cut-make-trim, clothing only, \$89,000,000; duck, \$22,000,000; webbing, \$7,000,000; footwear, leather, \$35,000,000; footwear, other \$13,000,000.

★ ★ ★

NORMAN P. TICE, president and treasurer of the Chromium Process Co. of Shelton, died recently at the New Haven General Hospital. A native of

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New Haven, Mr. Tice was educated in the schools there, and was graduated from the Sheffield Scientific School of Yale University.

In 1927 he organized the Chromium Process Company for chromium plating. The firm is now one of Shelton's leading industries, employing about 400 persons.

He was past president of the Derby-Shelton Rotary Club and a member of the Yale Alumni Association, Highland Golf Club, Derby Lodge of Elks and the American Legion.

He is survived by his wife, a son, two daughters and a grandson.

★ ★ ★

CAPITALIZING ON THE SONG, "Rudolph, the Red Nosed Reindeer," the Oak Rubber Co. of Ravenna, Ohio, has packaged a rubber Rudolph in a woodsy carton designed and produced by the Cleveland Cartons division of Robert Gair Company, Inc., New York, manufacturers of folding cartons, paperboard and shipping containers. The company also operates plants at Montville and Portland, Connecticut.



IN A GAIR CARTON, "Rudolph, the Red Nosed Reindeer" is sold by Oak Rubber Co. through all types of stores. The company calls it a successful merchandising unit.

Red-Nosed Rudolph stands on a double platform in his full-vision cello-

phone-windowed folding carton; top platform has locking flap so it will not drop down and be seen through the window. The carton is printed in three colors on white board.

★ ★ ★

REPRESENTING HARDWARE DISTRIBUTORS from all parts of the country, a group of 10 retail salesmen recently concluded a month-long course in the handling of builders' hardware contracts and related subjects at Sargent & Company, New Haven.

Informal graduation ceremonies for the men were marked by dinner at the Quinnipiac Club at which President Forbes Sargent addressed the group. The hardware course, from which the company has now graduated several post-war classes, is designed to acquaint retailers and company representatives with the fabrication, use, and proper installation of locks and other builders' hardware and to outline professional methods for handling hardware contracts. It is unique in the hardware industry.



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A Must for Industry Foreman Training

(Continued from page 9)

presumptuous in requesting ideas for solving production problems he may easily cause more labor relations trouble than the contemplated improvement may be worth. This has happened quite frequently in recent months.

Rejecting Ideas Diplomatically

Few things are more important to a man than the ideas he has. The reason is that ideas, as precious stones, are rare and difficult to come by. Unlike precious stones, however, ideas are not always useful, their value is sometimes fancied rather than real. And to point that out is always a thankless job. It is the foreman's job. He has to assume it when he finds himself confronted with a suggestion that he knows won't work. It is difficult not to reject the idea without mincing

words about it. But it is wiser, because less destructive of good morale, to let the man down gently. But does the foreman know that it is a lot easier to tear a man down than to build him up?

Training for Competent Manpower

Foremen usually take the individual worker as a finished product of his vocational career. The worker can do so much, he can do it in such and such a way; and that is that. Lack of training ability is probably the reason for this attitude. A foreman may be an excellent operator. But he just doesn't know how to train; he hasn't been trained to train. Neither is it clear to many foremen that training is one of their most important functions. This deficiency is usually coupled with the foreman's inability to focus on the most important need of his men. He seldom realizes that many of his daily problems would never develop if he had more competent men, and that it is his duty to make them more competent.

Too Many Directives, Too Little Training

How does a foreman try to cut costs? With respect to many foremen the honest answer probably is that they don't try. What usually happens is that instructions come along which the foreman must execute. Thus, he may be requested to make certain operational changes, combine work functions and discharge superfluous operators, use different materials, or do any number of other things. Hence, cost cutting usually develops by way of directives from management. The foreman merely follows these directives, or tries to. In most cases, however, he would prefer to be taught where to combine, where to eliminate, where to systematize and where to coordinate. Foremen have to be shown how to break down their operations into measurable units, sizes, and factors. It is only on the basis of that quantitative information about all operations and functions that foremen can begin to seek a rational answer to the question, how can costs be cut?



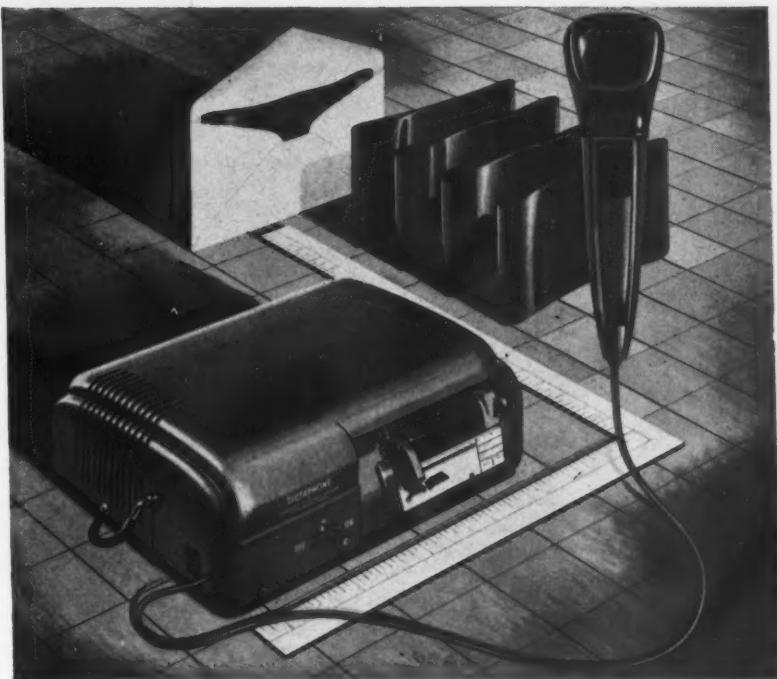
Wallace Barnes Springs
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Removing the Feeling of Insecurity

Let's also recognize the following aspect of modern foremanship. Few people feel that they have a secure position where they work; most have doubts about job security. This feeling influences a man's thinking and behavior whenever there is a change, if only a slight one, in the character of his work assignments or in his relationship to equals or superiors. Thus, when the boss feels grumpy one day and fails to go through his customary routine of talking to you; when you're told that checking up on the office janitor or errand boy will henceforth be not your duty but someone else's; when, contrary to past procedure or your expectation, you are not invited to attend a meeting or take a trip—in all of these and many similar instances you will probably become disturbed enough to give the matter some more or less serious thought. There's a threat lurking somewhere. Or has someone "done you dirt"? And while you are still keyed up, you fail to do the kind of work you are capable of doing. Instead, you waste a lot of time giving in to your morose or hostile fantasies and to probing your associates' thoughts and feelings.

All of this applies to foremen because of their "boss" relationship to the people working for them. The kind of thing that most disturbs him, also prompts his men to go into a tailspin of fear or protest, of apprehension or opposition. And when feelings are ruffled and tempers are on edge, there develops an atmosphere of uneasy suspicion mixed with devil-may-care indifference. A supervisor can do a few things to try to avoid the occasions that start such emotions going. He can explain changes in work assignments; comment on why a routine or custom will no longer be observed; give reasons for a temporary interruption of regular procedures and operations; feel out and reassure an obviously disturbed employee, and so forth.

In all of these and many similar aspects of foremanship, training and development is sorely needed in many companies. There is no other way to bring about the kind of foreman who will discharge all the responsibilities which he, whether he wants to or not, must assume if his company is to succeed in the competitive struggle and if employee morale is to be improved.



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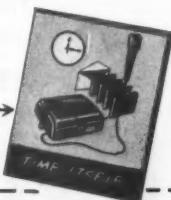
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TAXATION

By C. H. SCHREYER

Attorney

The Theory of the Excess Profits Tax

WETHER we like it or not, it is probable that by next year we will have a corporate excess profits tax to contend with again, the second in five years.

As this is written, the prospects are that the new tax will be modeled rather closely upon the World War II excess profits tax with some changes. Such changes may include:

1. A more liberal specific exemption (perhaps \$25,000) instead of the \$10,000 allowed under the previous law.

2. A tax rate somewhere between 50% and 65% instead of the World War II effective rate of 85%.

3. The base period for the determination of "normal" income will probably be selected from among the years 1946-1950, with the most likely choice being the years 1947, 1948 and 1949. Another possibility is that the taxpaying corporation may be given its choice of 3-out-of-4 or 2-out-of-3 years in the base period. It will be remembered that in World War II the base period included the years 1936 through 1939.

4. In the former law, only 95% of the average base period net income was allowed as a credit against excess profits. It is likely that the new law will change the percentage allowance, but at this time it is very uncertain what the change will be. Estimates range all the way from 75% to 100% of the average base period income.

5. There will probably be a determined attempt to simplify the relief provisions of the World War II Act.

Despite the above changes and others which may be made, it is quite probable that the basic structure and philosophy of the new law will follow the structure and philosophy of the World War II statute. Therefore, it

might be timely and appropriate at this juncture for us to refresh our recollections a little bit by reviewing the salient features of the World War II excess profits tax, particularly in the form that tax took in 1945, the last year of its existence.

The World War II tax, like any excess profits tax, was based on the theory that no one should be permitted to make windfall profits because of circumstances peculiar to wartime or emergency situations. In practice, the tax was confined to corporations, mainly for the reason that no one has yet been able to devise a workable excess profits tax system for individuals.

The World War II excess profits tax was designed to siphon off 85% of all of a corporation's profits above its "normal profit" which the law called "excess profits credit." The normal profit of a corporation could be determined by

either of two methods, and each corporation was allowed to choose that method which would result in a lower tax.

One of these methods was the "income method," by which the normal profit was considered to be an amount equivalent to 95% of the average net profits during the base prewar period of 1936-1939. The other method for determining normal profit was the "invested capital" method which was based upon the theory that a corporation was entitled to a fair return upon its invested capital (defined by the law as a stipulated arbitrary percentage of such capital). A more complete description of the two methods of determining normal income will be attempted in a later article.

After a corporation's normal profit was determined under either of the above methods, such profit was deducted from the current year's net income (after making certain prescribed adjustments to such net income for certain types of non-operating income, such as long-term capital gains and losses); the amount resulting from this deduction represented excess profits.

Each corporation was allowed to deduct from its excess profits a specific exemption (\$10,000 in the last two years of the previous law). Besides this exemption, a corporation was also allowed to deduct any "unused excess profits credit adjustment" from other years. This "unused excess profits credit adjustment" was the amount by which a corporation's normal profit exceeded its net income in any year, thus setting

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up what can be described as a deficit situation with respect to the excess profits tax.

The "unused excess profits credit adjustment" therefore closely resembled in principle the familiar operating loss carry-forward and carry-back in the income tax law. Like the operating loss (before the recent changes effected by

the 1950 Revenue Act), the unused balance of the excess profits credit adjustment could be carried backwards two years and then forward two years.

Besides the above credits, a corporation under the previous law was given a credit (but only if it used the "income" method for determining normal profits) equal to 8% of the net amount

added to its capital or paid-in surplus since the beginning of the excess profits tax law. Conversely, in the case of a net capital reduction during the same period, an amount equal to 6% of such reduction was added to the excess profits tax base. However, these adjustments for capital additions and reductions were not treated separately but were taken into account in computing the corporation's normal income under the income method.

The following is an example of an informal computation of the excess profits tax in a hypothetical case, showing the steps discussed above:

Normal Tax Net Income	\$250,000
Adjustments for Non-operating Income	40,000
	\$210,000

Less:

Normal Profit (Excess Profits Credit) — determined by either the income or invested capital method, whichever produces the larger credit	135,000
--	---------

Excess Profits	\$ 75,000
Less: specific exemption	10,000
	\$ 65,000

Less:

Excess Profit Credit Carry-over from other years (unused excess profits credit adjustment)	20,000
--	--------

Adjusted Excess Profits Net Income Subject to Tax	45,000
---	--------

Excess Profits Tax (85% of \$45,000)	\$ 38,250
--------------------------------------	-----------

However, the total tax bill for any year (the sum of normal, surtax and excess profits tax) could not exceed 80% of the surtax net income. If it did, the excess profits tax was reduced by the amount of the excess.

The above discussion is confined to a description of the broad outlines of the World War II excess profits tax as applied to a simple case where there were no abnormalities of income or expense in either the base period or the taxable year, nor circumstances indicating the need for the application of the general relief provisions of the statute. In a later article we will discuss briefly some of the features of the law which require further amplification, such as the alternative methods of determining normal profit (excess profits credit). We will also devote some time to a brief discussion of both the specific and general relief provisions of the former law.

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[26]



FOREIGN TRADE

ERWIN H. TUTHILL

Traffic and Export Manager

The Importance of Foreign Trade

FOLLOWING World War II, great portions of the foreign markets throughout the world found themselves with an unprecedented amount of American dollars deposited there either through the purchase of raw products and materials or through the spending of the armed forces. The natural result was a wild spending spree to secure the many luxuries taken for granted by the American people. After the short duration of about two years, these foreign countries found that their supplies of American dollars were dwindling rapidly, with little or no opportunity being offered to replenish the supply. Of necessity, most of these countries suddenly placed into effect many restrictions on the use of the American dollar, thus limiting the importation of all but necessary products. The natural result was a great decrease in export sales and a gigantic problem for the export management. It was not that the foreign customer did not desire our products, but he just could not afford to buy them. Fortunately for him, the old European and Japanese sources of supply of many manufactured products began to open up, and the blocked sterling that could not be converted into U. S. dollars could pay for products from these competitive countries.

While the picture remained exceedingly black between 1947 and the beginning of the present year, there was some gradual improvement in the situation indicated. This was due in great part to the gigantic ECA program which, although aimed primarily at the rehabilitation of Europe, spread dollars throughout the rest of the world. Some countries had been able to balance their trade with the United States, making available larger supplies of dollars for more and more products. With the beginning of hostilities in Korea, this

gradual betterment of the world situation began to improve by leaps and bounds. America once more began buying huge supplies of raw products to build up a war machine, and the foreign countries, fearing shortages in the United States, began to use these new dollars as well as those they had been able to accumulate to purchase many products they feared might not be available at a future time. Once more, the outlook of the foreign trader began to take on a resemblance to the postwar period.

Unfortunately for the export manager, however, there was also a tremendous increase in domestic desire and requirements not only for civilian goods but for material as well. Connecticut, long considered the arsenal of democracy, received a proportionately larger demand than did the other states. Along with this increased demand from both markets, the government began to fear the effect of this increased business on the available supply of various products, particularly metals, and issued restrictions as to their use. Suddenly, the export manager, with his long sought-after increase in foreign orders, has been faced with a new problem of getting his fair share of the total production of the company. The export manager is well aware of the long-run importance of filling foreign orders in order to hold his customers. It does not take long to be forgotten in a market that has been cut off.

This definitely was the paramount topic of discussion at the National Foreign Trade Conference held in New York, October 30 and November 1 of this year. While these remarks by eminent foreign traders might be considered as prejudiced because of their connection with the field, such a charge cannot be placed against the remarks of General Lucius Clay, eminent military

leader and former head of the American military government in Western Germany. General Clay stated that it had been his experience, as well as that of the military high command, that lasting world peace could be predicated only on the free exchange of ideas and experiences between countries. From early Grecian times up to the present, the basis for the free exchange of ideas has always started with the free exchange of goods. It was his earnest appeal to the manufacturers of the country that they continue to supply foreign markets as adequately as possible and not permit the building of barriers between the countries by shortsighted practices. He pointed out that the great barrier which we call the "Iron Curtain" could not exist if there were a free exchange of goods between the United States and Russia. Russia understands this perfectly and, therefore, has restricted the entry of American products that would be of interest or value to the individual consumer.

Connecticut Company Makes Allotments

One of the larger Connecticut companies has faced this problem realistically and has allotted to each sales division of the company its historical portion of total production. The sales of each division over an eighteen months period were totalled up and the percentage ascertained of the total sales during that period. This percentage has been continued and allotted to each division, including the export sales division. While this arrangement might not be satisfactory to the export manager who recently received one order equal to a total of foreign sales of the preceding twelve months, it does represent a fair and equitable distribution of the production. It also shows the awareness of top management of the foreign sales division of its company. While foreign sales may not be necessary for the continuance of full production in the present market, conditions such as those that exist today do not last forever. A drop-off in domestic demand such as confronted most Connecticut manufacturers as late as last summer magnifies the importance of each foreign order. This situation should not be forgotten in the weeks and months ahead.



INDUSTRIAL Relations — Law

By FREDRICK H. WATERHOUSE
Counsel

THE tremendous increase in government contracts among manufacturers has stimulated much interest and many inquiries concerning the various effects of this law. Although the requirements are extensive, they apply only to contracts in excess of \$10,000. That sum is not very large as measured by present day dollars so it appears to apply to the great bulk of contracts let by the government. However, as Connecticut is essentially a state with a multitude of small industries, much of the work is let out or subcontracted to other concerns. Consequently, the

question which arises most and which is extremely troublesome is whether a manufacturer who does not have a prime contract with the government but receives an order from another manufacturer who does have a prime contract with the government comes within the provisions of the Act and must comply with its requirements. It would seem that a proposition thus simply stated could be easily answered. In many cases it can be easily and quickly determined but in many more cases, the line is so indistinct and confused that a little greater scrutiny of the

Secretary of Labor's regulations might be helpful.

The basic terms used by the Secretary of Labor are "subcontractor" and "substitute manufacturer." If you come within the definition of "subcontractor," such work is not subject to the Public Contracts Act. If you are what the Secretary considers a "substitute manufacturer," your work under such a contract is considered subject to the Act. Many determinations as to which category you fall within can be readily decided from the primary definitions which are:

"Subcontractor"

"(a) If a manufacturer buys materials, supplies, articles, or equipment to be used in manufacturing the commodities required by the Government contract, and if it is the regular practice in the industry engaged in the manufacture of the commodities called for by the contract to purchase such materials, supplies, articles, or equipment and not to manufacture them, the vendor of such goods is considered a 'subcontractor' and the work performed by him is not deemed subject to the Public Contracts Act. Under like circumstances, the performance of services (for example, machining operations) by one other than the primary contractor, is not considered work subject to the Public Contracts Act.

"Substitute Manufacturer"

"(a) When a contractor holding a contract under the Public Contracts Act for the manufacture of materials, supplies, articles or equipment causes another party to produce all or some of the commodities called for by the contract, the producer of those commodities, not produced by the primary contractor, is deemed to be a 'substitute manufacturer.'

"(b) In the situations described in section 30, above, the employer producing the materials, etc., or performing the services that are required for the performance of the Government contract is considered a 'substitute manufacturer' if it is the regular practice in the industry engaged in by the manufacture of the commodities called for by the Government contract for members of that industry to do such work themselves rather than to have it done by others."

If you are in doubt whether it is the "regular practice" in your industry for members to do certain work themselves and thus place you in the category of a

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"substitute manufacturer," the Labor Department will furnish you with such a determination on written request accompanied by a complete statement of the facts. In most cases you will be able to make this determination without such assistance but in those industries where a doubt arises, it is desirable to secure a determination from the Department of Labor.

There are other considerations such as furnishing material from stockpile already manufactured or produced prior to the award of the contract; the minimum wages established in your particular industry under this Act, etc. This latter provision is separate and distinct from the 75¢ minimum wage required under the Fair Labor Standards Act as the Secretary of Labor is authorized to establish higher minima in particular industries which must be paid in connection with work on contracts subject to the Walsh-Healey Act. Generally speaking, it is advisable to refresh your recollection on Walsh-Healey requirements as soon as you start working on any government work.

THE FOLLOWING DIRECTORS AND OFFICERS were elected at the annual meeting of the stockholders of Wilcox, Crittenden & Co., Inc. held in the main office of the plant in Middletown on October 27:

Directors, Phelps Ingersoll, George E. Bean, Julius B. Smith, Robert I. Laggren, E. Welles Eddy, Francis D. Wells and William F. Briggs. Officers: president and general manager, Phelps Ingersoll; vice president, George E. Bean; secretary, Ernest L. Gibbons; treasurer, George A. Palmer; assistant secretary, Frederick S. Hurlburt, and assistant treasurer, William H. Wilkinson.

In his report President Ingersoll stated that due to an increased demand for marine and industrial products in recent months all departments of the company are operating on full schedules and that a number of new items and lines of products were introduced during the year which were met with prompt acceptance by the trade.

★ ★ ★

TELEVISION AUDIENCES from coast to coast can now get a dramatic new view of American industry with the current release of a new weekly television feature newsreel series entitled "Industry on Parade" by the National Association of Manufacturers.

The service has been offered for the

exclusive use of one TV station in each of the nation's top fifty television markets. The weekly newsreels deal with topical problems and events of general interest—how industry is mobilizing for defense—new, miracle inventions—how to find the right job—the question of shortages—human interest stories of men and women in business and industry.

The show is prepared by one of the country's most experienced television news staffs in collaboration with the Radio and Television Department of NAM.

Pratt, Read & Co., Inc., Piano Action Makers

(Continued from page 5)

satility. The new dry storage building increases capacity for housing the lumber from the bank of dry kilns to 135,000 board feet. From here modern transfer cars needing but one operator can move the lumber under cover to the completely conveyorized mill where the latest woodworking machinery speed it on to further processing in the factory.

Present Product

Piano keyboards and actions are complicated mechanisms which must have a minimum life of twenty years without trouble and which must be precision assembled so as to work properly. There are over 7,500 parts in an upright piano action and more than 9,000 in a grand piano action. While northern basswood and California sugar pine are solely used for the keyboards, which are covered with either ivory or plastic, action parts are made from hard maple and are assembled with a variety of materials including hides, felt, industrial cloth, aluminum, magnesium, iron, brass, steel, and various plastics. Approximately 80% of the 800 employees are engaged in this assembly work.

War Contribution

During the recent war, the entire facilities of Pratt Read, both in Deep River and Ivoryston, were turned over to the production and repair of gliders for the armed services, the manufacture of shell blocks and the machining of parts for fuel pumps. At this time the payroll reached an all-time high of over 3,000 persons. A modern one-story building was constructed behind the

old "Brick Shop" in Deep River to take care of such items as glider fuselages and wings. The quality of the Pratt Read gliders was recognized throughout the armed services and one of them was the only glider to be towed across the Atlantic Ocean.

Post-War Progress

Following World War II, all the Deep River properties were sold and manufacturing has been concentrated in Ivoryston where plant improvements and expansion have been constantly going forward. It is interesting to note that Pratt Read is at present one of the two independent manufacturers of piano keys and actions out of the score or more firms which were once devoted to this business. One of the chief reasons why it has been able to survive several depressions lies in the skill and ingenuity of the employees. Many of them are second, third, and even fourth generations who have worked at the piano plant. Presently there are ten employees who have been with Pratt Read for over 50 years headed by two who have worked for the company 61 and 62 years respectively.

Labor relations at the Ivoryston plant have been mutually happy over the years with but one work stoppage occurring because of a labor dispute in its 150 year history. This took place in the summer of 1947 and was of five weeks' duration. Presently the employees are represented by the Upholsterers International Union of North America, A.F. of L.

The chances are very good that if you have an organ or piano in your home, Pratt Read made either the keys or action or both. Their parts are to be found in such pianos as Baldwin, Knabe, Mason-Hamlin, Steinway, Janssen, Gulbransen, Kohler & Campbell, Chickering, and Lester. In the same manner Pratt Read furnishes keyboards to the Austin Organ Company, Moller, Wicks, Baldwin, Wurlitzer, Aeolian, Skinner, Wicks, and many others.

The present officers of the firm are James A. Gould, President; George C. Seeley and Peter H. Comstock, Vice-Presidents; and David S. Ross, Comptroller. Charles Frederick Stein, generally considered the outstanding piano authority of the country, serves as consultant and acts as head of the Technical Committee whose aim is to make good the Pratt Read boast that "America's finest piano keys and actions are being made by America's oldest and largest piano supply house."

ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

The Annual Physical Inventory

At least once each year most industrial concerns are faced with the problem of taking a physical inventory. Such a physical check is usually necessary in order to establish the value in quantity and in dollars of those properties of the business which are classified as inventories.

For the purpose of preparing year-end financial statements it is essential that the correct monetary value of the "inventories" be known. For that reason physical checks of the items in the inventories are usually made at or near the end of each company's fiscal year.

In many instances physical inventories in industrial plants have been burdensome, time-consuming operations which interrupted plant production for periods of several days at a time and which, in general, interfered

with the normal activities of the business. Today such interference with normal activities can be avoided. With careful planning and with the use of modern techniques a physical check of the inventories can be made in a very short time and the work can be done in such a way that there need be no serious interference with normal activities.

In manufacturing plants one of the most troublesome inventories to check has been the inventory of "work in process." It is now recognized that in most plants a complete and accurate physical check of work in process can be made in something less than one eight-hour day.

There are, of course, certain ingredients which are an essential part of any well conducted inventory. With particular reference to an inventory of

work in process some of those ingredients may be summarized as follows:

1. Provide adequate supervision.

Appoint a general inventory committee to plan and supervise the inventory work. The factory manager, the production control manager, the controller, and other key executives should be members of the general committee. The general committee should establish sub-committees to supervise the inventory work in various sections of the plant.

2. Plan the work. Careful planning, in advance, is essential. Every situation which may arise in connection with the inventory work should be anticipated and plans to take care of each situation should be prepared.

The inventory plans should be set down in writing and copies should be made available to every individual concerned with the inventory.

3. Instruct the workers. Each individual or group should, in advance, be given complete and carefully thought-out instructions concerning their particular functions and responsibilities.

4. Prepare the plant. Good housekeeping is necessary to efficient plant operation and it is an essential ingredient of a well-conducted inventory.

In preparation for the inventory each foreman should be instructed to put his department in order. The foreman should be given a "check list" showing steps such as the following which should be taken before the date of the inventory. A suggested check list follows: a. Arrange all material in an orderly manner where it may be easily inventoried. Group like items together. b. Identify every lot of material using correct part numbers, operation numbers, etc. c. If material is subject to repair, see that it is properly tagged. d. Dispose of all spoiled work. e. Dispose of all accumulations of steel bar-ends, set-up scrap, etc. f. Clean out under benches, under machines, etc. g. Dispose of inactive items. h. Return to the storerooms any excess quantities or odd lots of materials which are not required for current production. i. Dispose of any accumulations of unidentified materials, etc. j. Before closing down for the inventory, arrange to "run out" steel bar stock or coil stock which is in machines. k. Be sure that the department is clean and neat.

5. Spread the responsibility and the work. The inventory work should not be placed on the shoulders of a few

(Continued on page 33)

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- 12% Ten to fourteen years old
- 23% Five to nine years old
- 29% One to four years old

58th Edition closes Dec. 31, 1950

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BUSINESS TIPS

from

School of Business Administration
University of Connecticut

The Economic and Social Impacts of Private Pension Plans

By DAVID A. IVRY*

A GREAT deal of the recent literature on pension plans deals with the technical aspects of the subject. It will be the purpose of this article to raise just a few of the economic and social problems flowing from the widespread installation of pension plans in American business.

One of the questions raised by pension plans is: What will be the effect of industrial pensions on Union strength and Union policy? It would seem that such plans will tend to increase the solidarity and power of the Union organization. Several reasons present themselves.

First, the Union and its leadership will receive the credit for the installation of the plan. It will probably receive more direct loyalty and approbation from its membership for a private

* Assistant Professor of Insurance

industrial pension than for any claimed effort in the expansion of Social Security benefits.

Second, the Union will be carving out a new managerial role for itself in the business enterprise if there is joint union-management administration of the pension program.

As a corollary to this second point, the employee will be tied more closely to his Union and be more dependent upon it because he will look to his Union to investigate his rights, certify him for his pension, adjust any disputes and problems concerning his status.

It is interesting to speculate on the effect of industrial pensions on Union policy. One consequence may be that Unions may join hands with business in the achievement of sound fiscal and tax policies. The Unions want the pen-

sions to mean real security for their membership. But the social gain will wither away if the purchasing power of the dollar declines too sharply. Yet we know that perpetual federal deficits lead to rising prices and a declining value of money. Very little real gain is registered in the present increase in pension benefits under the 1950 amendments of the Social Security Act. The approximate 70% enhancement in benefits does little more than compensate pensions for the decline in the value of money in the last decade.

Aware of this fact Union leaders may press for a careful appraisal of our federal fiscal policies and urge those activities which will stem inflation.

Likewise, in the tax field, Unions may interest themselves in a tax policy which will encourage private investment and expansion of business. This would be part of the interest of the Union in the preservation of the individual company—a condition precedent to the collection of the pension benefit.

A second question to be raised is: What will be the effects of the limited coverage of industrial pensions? Probably not over 50% of the gainfully employed could be covered by private plans offering benefits of reasonable amounts. Those employers, who are operating on low profit margins, will not install plans unless compelled to do so by Union pressure; but only about 25% of the gainfully employed are Union members. In some industries the movement of workers in and out of employment is so rapid as to vitiate any hope for private pensions. In other industries the bulk of employees are

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so young as to make a plan meaningless or so old as to make a pension installation prohibitively expensive.

An offshoot of this problem lies in the inequality of benefits found in private pension plans. This inequality is a function of the relative bargaining powers of the employer and the Union—the ability of the employer to pay and his social outlook. These inequalities have within them the seeds of bitter inter-Union rivalry. Even worse, the disenfranchised who are not included in a private pension plan but who pay as consumers for the benefits of those who are covered may resort to unfortunate political retaliation.

A third problem to be posed is: What is the impact of employee turnover on the effectiveness of private pension plans? Under the typical pension plan, an employee who leaves his employment, for any reason, before retirement age, forfeits his pension rights. On the other hand, the employee who has not served the usual 25 or 30 years will receive a reduced pension benefit. Yet a study of the labor market and labor turnover should convince any student that only a minority of employees will enjoy full pensions under currently negotiated plans. The majority cannot count on spending 25 or 30 years of their working lives with a single employer.

Associated with the question raised here is the possible immobilization of the labor force covered by pensions. This might have serious implications in a war economy when we may be trying to shift employees from civilian production industries into war industries. The employee may balk and resist the shift because of the effect on his pension rights. But even in a more normal economy workers should move into better paying jobs, steadier employment, expanding industries, healthier climates, more congenial work groups. Trial and error is the balance wheel of the labor market and shouldn't be made too highly expensive because of forfeiture of pension rights.

A fourth question is: Will pension plans add another obstacle to the employability of the older worker? Pension plans may impede the hiring of the older worker because of the great pension liability engendered. We have already a serious problem with this group. All of the raw evidence that we have points to the facts that it takes longer to find a new job after forty and frequently the new job involves downgrading in skill and earnings.

A fifth question revolves around the pension guarantees. The employees' pension rights depend on the employers' continuing ability to finance the pension cost out of its earnings. But there is a fairly high rate of business mortality and this is a normal incident of a dynamic capitalistic economy.

Finally, what effect will pension reserves have on the economy? Will they make it more dynamic and venturesome or will they operate in the direction of the mature and stagnant economy concept? The problem of finding sound investment outlets for the accumulated pension reserves is a complicated and difficult one.

The answer to these questions, and many others, will fill the picture in the years to come and tell us the economic and social effects of private pension plans.

Accounting Hints

(Continued from page 30)

individuals. It should be participated in by all of the key workers in the plant. The men in each department of the plant should be given the responsibility for the inventory work in their own departments. They should be carefully instructed and should be guided in such a way that they will take pride in producing a good inventory job. The time required to take the inventory can be shortened by spreading the work and training the workers.

6. Use modern forms. The use of proper forms of modern design can greatly simplify the work of both taking the inventory and establishing its monetary value. By using inventory tickets which are interleaved with one-time carbon several copies of each ticket can be made at one writing. The several copies of each ticket may then be used simultaneously for several purposes. The following are examples:

a. One copy of each inventory ticket should be left with the material which it covers. That copy on the material will establish the fact that the lot of material has been inventoried.

b. As soon as the inventory in a department or section of the plant is completed, one copy of each inventory ticket may be given to the Production Control Department. The copies given to the Production Control Department may be sorted by production order number and part number and may be used to verify the accuracy of the production records.

c. If manual pricing methods are to be used by the Accounting Department, at least two copies of each ticket should be made available for pricing purposes. These two copies should be left together with the interleaved carbon between them.

Spaces should be provided on the inventory tickets so that the Accounting Department may place the pricing information directly on the tickets themselves. The tickets may be quite easily sorted by product, part number, etc. in order to simplify the pricing operation.

After the inventory tickets are priced the two copies of each ticket should be separated. One copy of each should be retained in order by product, part number, etc. and these copies should be totaled to establish the value of the inventory of each product. The second copy of each ticket should be re-sorted by ticket number. By adding these second copies together a control total may be established. The accumulated total of the tickets which are in order by product should, of course, agree with the total of the copies which are in order by ticket number. If two copies of the inventory ticket are used for pricing purposes and if the pricing is recorded on the tickets themselves, it is not necessary to record the tickets on inventory lists. A very considerable amount of time can be saved thereby.

The taking of physical inventories is a necessary task in most business enterprises. As one of the essential business operations the taking of inventories should be planned for and conducted in the most efficient manner possible. If modern business methods are applied to the operations involved in the taking of physical inventories, they can be efficiently taken in a short space of time and with very little interference with normal business activities.

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WESTPORT CONNECTICUT

BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN September, increased demands placed upon industry as a result of the Korean war were reflected in a further rise in the index of business activity in Connecticut. During the month the index gained three percentage points to an estimated 39% above normal placing it on a comparable level with the fourth quarter of 1948 when business stood at the threshold of the 1949 recession. The principal reason for the September advance was the substantial gain in total manhours worked in Connecticut factories brought about by an increase in the number of persons employed and in the average hours worked per employee. The United States index of industrial activity rose to an estimated 34% above normal in September, thereby establishing a new post war high.

In September the index of manufacturing employment in Connecticut factories advanced three points to 34% above normal. At the middle of June, just prior to the outbreak of the Korean

war, employment in Connecticut manufacturing industries totaled 363,000 and by mid-September increased to 387,000, a gain of 7%. The following table shows corresponding employment increases in the principal labor market areas of the state:

Area	Number of Manufacturing Employees		Percent Increase
	June	September	
Bridgeport	55,600	59,700	7
Hartford	60,700	64,800	7
New Britain	25,100	26,900	7
New Haven	40,700	43,000	6
Stamford	18,700	20,200	8
Waterbury	39,400	41,500	5

The index of manhours worked in Connecticut factories rose eleven points in September to reach an estimated 48% above normal. The manhour index has advanced twenty-five percentage points since the beginning of this year, nineteen points in the last three months. A large proportion of the in-

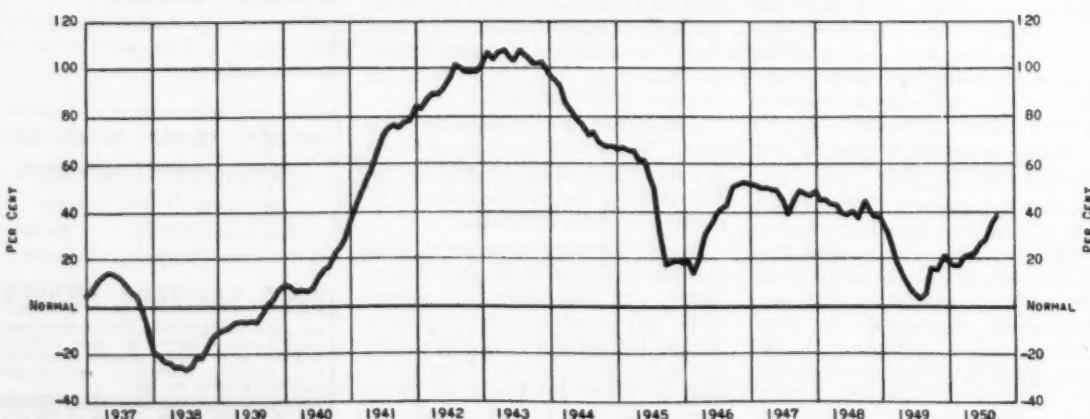
crease in industrial production in the third quarter was due to heavier civilian demands rather than from any sharp increase as yet in the manufacture of military goods. During that period, however, the government negotiated a great many contracts with Connecticut firms for certain materiel essential to the defense program. An indication of the volume involved is given in a list of contracts, in excess of \$25,000 each, released by the Manufacturers' Association of Connecticut which shows that from the latter part of July to the middle of October about 100 such contracts were placed with total value of over \$30,000,000. These contracts covered a great variety of items and were placed with companies located in all sections of the state.

Average hours and earnings for production workers in Connecticut fac-

tories have been on the increase this year, particularly in the third quarter. Monthly reports of the State Department of Labor show that the average hours worked per employee advanced from 40.0 at the beginning of the year to 41.1 in June and then rose to 42.8

(Continued on page 44)

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



THOUGHTS ON MANAGEMENT

By CHARLES DELMAR TOWNSEND

Train Your SUPERVISORS!

EDITOR'S NOTE—This is the first of a series of columns dealing with management problems and their solutions. The author is a graduate engineer who has had an unusually broad experience with a wide diversity of management problems, both as an executive in industry and as a consultant.

THE need of supervision training lies in the fact that supervisors are constantly faced with problems of labor difficulties. Small as some of them may be they are often insurmountable to the average supervisor who has not had the background to handle the situation.

Why is this important? May we suggest you think of how embarrassed you were when someone asked you for an answer and you had to lose prestige because you did not know how to handle the question properly. This does not happen in your plant? Wasn't it only last week that your foreman handled inadequately an employee relationship problem? Didn't your superintendent fumble the handling of that last management policy? Do your employees always get the clear-cut top management picture presented to them by all of your supervision? If you are able to truthfully answer "no" to the first two questions and "yes" to the third question, then indeed your organization is well established in its fight against poor labor relations and is well on the road to a better and more prosperous era in business.

Take time now to analyze your supervision . . . not from what they know about their routine jobs but what they know about handling the big job of human relations. What they know about your management policies . . .

are they in accord? Do they sell it to other employees who are working for them? Is your own method of putting across ideas based on the fundamental principles of salesmanship? Do you take your supervisors into your confidence? Do you tell them how the business functions, what part they can play in the success of the company? If not, why not do so now. It is the first step toward better plant management and a start to better employee relationships.

Properly guided supervisors and those who know how to sell the company and believe in the company can soon combat the labor boss in the shop. Remember, always, that your foremen and lower supervisors are your first line of defense. Make sure that this line is strong for the "free enterprise" system which we now enjoy, but which is being attacked on all sides by some labor union leaders and "leftist" economists.

Let's develop our supervisors into super-salesmen of the principles of free enterprise and how it alone can solve the problem of our expanding economy. Let us be sure that our supervisors do not believe that security is the only solution to our problems. Be sure that all men who handle other employees know how the company operates, where productive capital comes from and where the profits, if any, go. Be sure they know how taxes are figured and what it means to them.

Make it simple, but make it strong. When they are convinced, they can help you gain rapidly in better labor relationships and greater productive capacity. Do not wait. Start now before it is too late.

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Accounting Forms		
Baker-Goodyear Co The	New Haven	
Accounting Machines		
Underwood Corporation	Bridgeport	
Adding Machines		
Underwood Corporation	Bridgeport	
Advertising Specialties		
H C Cook Co The 32 Beaver St	Ansonia	
Waterbury Companies Inc	Waterbury	
Advertising Novelties		
Gilman Brothers Company The (advertising pot-holders)	Gilman	
Aero Webbing Products		
Russell Mfg Co	Middletown	
Air Compressors		
Airline Manufacturing Company The	Warehouse Point	
Spencer Turbine Co The	Hartford	
Air Conditioning		
Norwalk Airconditioning Corp The (forced air heating units oil fired)	South Norwalk	
Air Impellers		
The Torrington Manufacturing Co Torrington Aircraft	Torrington	
Sikorsky Aircraft Division United Aircraft Corporation (helicopters)		
Aircraft Accessories	Bridgeport	
Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs)		
Warren McArthur Corp (Airplane Seatings)	West Hartford	
Aircraft Instruments		
Gorn Electric Company Inc Stamford	Stamford	
Aircraft-Repairs & Overhaul		
Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford	Hartford	
United Airports Div United Aircraft Corp Rentschler Field East Hartford		
Air Ducts		
Wiremold Co The (Retractable)	Hartford	
Air Heaters—Direct Fired		
Peabody Engineering Corporation Stamford	Stamford	
Aluminum Castings		
Eastern Malleable Iron Company The	Naugatuck	
Newton-New Haven Co. 688 Third Avenue	West Haven	
Aluminum Forgings		
Scovill Manufacturing Company Waterbury	91	
Aluminum Ingots		
Lapides Metals Corp New Haven		
Aluminum—Sheets & Coils		
United Smelting & Aluminum Co Inc New Haven		
Ammunition		
Remington Arms Co Inc and Peters Cartridge Div	Bridgeport	
Winchester Repeating Arms Company Division Olin Industries Inc.	New Haven	
Anodizing		
Cone Metal Finishing Co Hamden		
Apparel Fabrics—Woolen & Worsted		
Broad Brook Company Broad Brook		
Artificial Leather		
Permatex Fabrics Corp The Jewett City		
Asbestos		
Auburn Manufacturing Company The (gaskets, packings, wicks)	Middletown	
Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick)	Bridgeport	
Asbestos & Rubber Packing		
Colt's Manufacturing Company Hartford		
Assemblies—Small		
Greist Manufacturing Co The New Haven		
Han-Dee Spring and Manufacturing Co The (Small)	Hartford	
J H Sessions & Son Bristol		
Wallace Barnes Co The Div Associated Spring Corp	Bristol	
Auto Cable Housing		
Wiremold Company The Hartford		
Automatic Control Instruments		
Bristol Co The (temperature, pressure, flow, humidity, time)	Waterbury	
Automobile Accessories		
Kilborn-Sauer Company (lights and other accessories)	Fairfield	
Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing)	Bridgeport	
Automotive Bodies		
Metropolitan Body Company Bridgeport		
Automotive Friction Fabrics		
Russell Mfg Co The Middletown		
Automotive Parts		
Eis Manufacturing Co (Hydraulic and Mechanical)	Middletown	
Automotive & Service Station Equipment		
Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery)	Bridgeport	
Scovill Manufacturing Company (Canned Oil Dispensers)	Waterbury 91	
Automotive Tools		
Eis Manufacturing Company Middletown		
Badges and Metals		
Waterbury Companies Inc Waterbury		
Bags—Paper		
American Paper Goods Company The Kensington		
Bakelite Moldings		
Watertown Mfg Co The Watertown		
Balls		
Abbott Ball Co The (steel bearing and burnishing)	Hartford	
Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum)	Hartford	
Kilian Steel Ball Corp The Hartford		
Banbury Mixers		
Farrel-Birmingham Company Inc Ansonia		
Barrels		
Abbott Ball Co The (burnishing and tumbling)	Hartford	
Hartford Steel Ball Co The (tumbling)	Hartford	
Bathroom Accessories		
Autoyre Company The Oakville		
Charles Parker Co The Meriden		
Bath Tubs		
Dextone Company New Haven		
Batteries		
Bond Electric Corporation Division of Olin Industries Inc (flashlight, radio, hearing aid and others)	New Haven	
Winchester Repeating Arms Co Division of Olin Industries Inc (flashlight, radio, hearing aid and others)	New Haven	
Bearings		
Fafnir Bearing Co (ball) New Britain		
New Departure Div of General Motors (ball)	Bristol	
Norma-Hoffmann Bearings Corp (ball and roller)	Stamford	
Bellows		
Bridgeport Thermostat Company Inc (metallic)	Bridgeport	
Bellows Assemblies		
Bridgeport Thermostat Company Inc Bridgeport		
Bellows Seal Assemblies		
Bridgeport Thermostat Company Inc Bridgeport		
Bellows Shaft Seal Assemblies		
Bridgeport Thermostat Company Inc Bridgeport		
Belts		
Bevin Brothers Mfg Co East Hampton		
Gong Bell Co The East Hampton		
Gaylor Electric Company Inc (and buzzers)	Bridgeport	
Belt Fasteners		
N H Hill Brass Co The East Hampton		
Belt Seal		
Bristol Company The Waterbury		
Saling Manufacturing Company (patented self-aligning)	Unionville	
Belting		
Hartford Belting Co Hartford		
Russell Mfg Co The Middletown		
Thames Belting Co The Norwich		
Benches		
Charles Parker Co The (piano) Meriden		
Bends—Pipe or Tube		
National Pipe Bending Co The 160 River St New Haven		
Bent Wood Products		
Sorensen & Peters Inc Pawcatuck		
Bicycle Coaster Brakes		
New Departure Div General Motors Corp Bristol		
Bicycle Sundries		
New Departure Div General Motors Corp Bristol		
Binders Board		
Colonial Board Company Manchester		
Biological Products		
Ernst Bischoff Company Inc Ivoryton		
Blacking Salts for Metals		
Mitchell-Bradford Chemical Co Bridgeport		
Blades		
Capewell Manufacturing Company Metal Saw Division (hack saw and band saw) Hartford		
Blankets—Automatic		
General Electric Company Bridgeport		
Bleaching, Dyeing, Printing & Finishing		
Glasgo Finishing Co The Glasgo		
United States Finishing Company The (textile fabrics)		
Blocks		
Howard Company (cupola fire clay) New Haven		
Blower Fans		
Colonial Blower Company Plainville		
Spencer Turbine Co The Hartford		
Blower Systems		
Colonial Blower Company Plainville		
Ripley Co Middletown		
Blueprints and Photostats		
Joseph Merritt & Co Hartford		
Boilers		
Bigelow Co The New Haven		
Petroleum Heat & Power Co (domestic only)		
	Stamford	
Bolts and Nuts		
Blake & Johnson Co The (nuts machine screw bolts, stove)	Waterville	
Clark Brothers Bolt Co Milldale		
O K Tool Co Inc The (T-Slot) 33 Hull St Shelton		
Bonderizing		
Clairglow Mfg Company Portland		
Bottle Openers		
Scovill Mfg Co (steel, anodized aluminum) Waterbury		
Box Board		
Lydall & Foulds Paper Co Manchester		
The National Folding Box Co Inc New Haven		
Robertson Paper Box Co Montville		
Gair Company Inc Robert Gair Boxes	Montville	
Boxes		
Airline Manufacturing Company (steel cash, bond, security and mail boxes)	Warehouse Point	
Clairglow Mfg Company (metal)	Portland	
Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes)	Durham	
Gair Company Inc Robert (corrugated and solid fibre shipping containers)	Montville	
Boxes and Crates		
City Lumber Co of Bridgeport Inc The Bridgeport		
Boxes—Paper—Folding		
Atlantic Carton Corp Norwich		
Bridgeport Paper Box Co Bridgeport		
Carpenter-Hayes Paper Box Co Inc The East Hampton		
Folding Cartons Incorporated (paper, folding)		
M S Dowd Carton Co Versailles		
National Folding Box Co Inc (paper folding)	Groton	
New Haven Pulp & Board Co The New Haven		
Robertson Paper Box Co Montville		
Gair Company Inc Robert Montville		
S Curtis & Sons Inc Sandy Hook		
Warner Brothers Company The Bridgeport		
Boxes—Paper—Setup		
Bridgeport Paper Box Co Bridgeport		
Heminway Corporation The Waterbury		
Strouse Adler Company The New Haven		
Braided Fiberglass Sleeving		
Ansonia O & C Co Ansonia		
Brake Cables		
Eis Manufacturing Co Middletown		
Brake Linings		
Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial)	Bridgeport	
Brake Service Parts		
Eis Manufacturing Co Middletown		
Brass & Bronze		
American Brass Co The (sheet, wire, rods, tubes)	Waterbury	
Bridgeport Brass Company (sheet, rod, wire and tubing)	Bridgeport	
Bristol Brass Corp The (sheet, wire, rods)	Bristol	
Chase Brass & Copper Co Waterbury		
Miller Company The (phosphor bronze and brass in sheets, strips, rolls)	Meriden	
Plume & Atwood Mfg Co The (sheet, wire, rod)		
Thomaston		
Scovill Manufacturing Company Waterbury 91		
Tinsheet Metals Co The (sheets and rolls)		
Western Brass Mills Division of Olin Industries Inc (sheet, strip)	New Haven	
	(Advt.)	

I T ' S M A D E I N C O N N E C T I C U T

Brass & Bronze Ingot Metal	
Plume & Atwood Mfg Co The	Thomaston
Whipple and Choate Company The	Bridgerton
Brass, Bronze & Aluminum Castings	Guildford
Victors Brass Foundry Inc	
Brass Goods	
American Brass Company The	Waterbury
Plume & Atwood Mfg Co The (to order)	Waterbury
Rostand Mfg Co The (Ecclesiastical Brass Wares)	Milford
Scovill Manufacturing Company	(to order)
Western Brass Mills Division of	Waterbury 91
ties Inc (to order)	Olin Indus
Brass Mill Products	New Haven
American Brass Company The	Waterbury
Bridgeport Brass Co	Bridgeport
Chase Brass & Copper Co	Waterbury
Plume & Atwood Mfg Co The	Thomaston
Scovill Manufacturing Company	Waterbury 91
Western Brass Mills Division of	Olin Indus
ties Inc	New Haven
Brass Wall Plates	
Gaynor Electric Company Inc	Bridgeport
Brick-Building	
Donnelly Brick Co The	New Britain
Bricks-Fire	
Howard Company	New Haven
Bright Wire Goods	
Sargent & Company (Screw Hooks, Cup Hooks, Hooks and Eyes, Screw Eyes, Sere	Eyes, Sere
Hooks)	Eyes, C I New Haven
Broaching	
Hartford Special Machinery Co The	Hartford
Brooms-Brushes	
Fuller Brush Co The	Hartford
Buckles	
B Schwanda & Sons	Staffordville
G E Prentice Mfg Co The	Kensington
Hathaway Mfg Co The (Dee Rings)	Bridgeport
Hawie Mfg Co The	Bridgeport
John M Russell Co Inc	Naugatuck
North & Judd Manufacturing Co	New Britain
Patent Button Co The	Waterbury
Buffing Compounds	
Roberts Rouge Co The	Stratford
Buffing & Polishing Compositions	
Apothecaries Hall Co	Waterbury
Lea Mfg Co	Waterbury
Buffing Wheels	
Williamsville Buff Div The	Bullard Clark
Company	Daniels
Burners	
Plume & Atwood Mfg Co The (kerosene or lighting)	Waterbury
Burners-Automatic	
Peabody Engineering Corporation	Stamford
Burners-Coal and Oil	
Peabody Engineering Corporation (Combined)	Stamford
Burners-Gas	
Peabody Engineering Corporation (Blast Furnace)	Stamford
Burners-Gas and Oil	
Peabody Engineering Corporation (Combined)	Stamford
Burners-Refrinery	
Peabody Engineering Corporation (For Gas and Oil)	Stamford
Buttons	
B Schwanda & Sons	Staffordville
Colt's Manufacturing Company	Hartford
I C White Company The	Waterbury
Frank Parizek Manufacturing Co The	West Willingboro
Patent Button Co The	Waterbury
Scovill Manufacturing Company	(Uniform and Tack Fasteners)
Cabinets	Waterbury?
Charles Parker Co The (medicine)	Meriden
Cabinet Work	
Hartford Builders Finish Co	Hartford
Cable-Asbestos Insulated	
Rockbestos Products Corp	New Haven
Cable-BX Armored	
General Electric Company	Bridgeport
Cable-Nonmetallic Sheath	
General Electric Company	Bridgeport
Cable-Service Entrance	
General Electric Company	Bridgeport
Cages	
Andrew B Hendry Co The (bird and animal)	New Haven
Cams	
American Cam Company Inc	Hartford
Hartford Special Machinery Co The	Hartford
Rowbottom Machine Company Inc	Waterbury
Canvas Products	
F B Skiff Inc	Harford
Capacitors	
Electro Motiv Mfg Co Inc	The (micro
Transformer)	Williamson

Card Clothing	
Standard Card	Clothing Co The (for textile mills)
Stafford Springs	
Carpenter's Tools	
Sargent & Company	(Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises)
New Haven	
Carpet Cushion	
Sponge Rubber Products Co Inc	Shelton
Carpets and Rugs	
Bigelow-Sanford Carpet Co	Thompsonville
Casters	
Bassick Company	The (Industrial and General)
Bridgeport	
George P Clark Co	Casters—Industrial
Windsor Locks	
Castings	
Bradley & Hubbard Mfg Co	The (grey iron, brass, bronze, aluminum)
Meriden	
Connecticut Foundry Co	(grey iron)
Rocky Hill	
Connecticut Malleable Castings Co	(malleable iron castings)
New Haven	
Charles Parker Co	The (grey iron)
Meriden	
Castings	
Eastern Malleable Iron Company	The (malleable iron, metal and alloy)
Naugatuck	
Farrel-Birmingham Company Inc	(Mechanite, Nodular Iron, Steel)
Ansonia	
Gillette-Vibber	The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock)
New London	
Plainville Casting Company	(gray, alloy and high tensile irons)
Plainville	
Revere Corporation of America	(precision investment)
Wallingford	
John M Russell Mfg Co Inc	(brass, bronze and aluminum)
Naugatuck	
Malleable Iron Fittings Co	(malleable iron and steel)
Branford	
McLagon Foundry Co	(grey iron)
New Haven	
Newton-New Haven Co	(zinc and aluminum)
688 Third Ave West Haven	
Philbrick-Booth & Spencer Inc	(grey iron)
Hartford	
Scovill Manufacturing Company	(Brass & Bronze)
Waterbury 91	
Sessions Foundry Co	The (grey iron)
Bristol	
Union Mig Co	(grey iron & semi steel)
New Britain	
Waterbury Foundry Company	The (highway & sash weights)
Waterbury	
Wilcox Crittenden & Co Inc	(gray iron and brass)
Middletown	
Castings—Permanent Mould	
Bradley & Hubbard Mfg Co	The (zinc and aluminum)
Meriden	
John M Russell Mfg Co Inc	Chain
Naugatuck	
Chain—Welded and Weldless	
Bridgeport Chain & Mfg Co	Bridgeport
Chain—Bead	
Bead Chain Mfg Co	The
Bridgeport	
H G H Products Co Inc	Chemical Manufacturing
Shelton	
Carwin Company	The
North Haven	
Chemicals	
American Cyanamid Company	Waterbury
Apothecaries Hall Co	Waterbury
Carwin Company	The
Edcan Laboratories	North Haven
Macalaster Bicknell Company	South Norwalk
MacDermid Incorporated	New Haven
Naugatuck Chemical Division	Waterbury
Rubber Co	United States
New England Lime Company	Naugatuck
Pfizer & Co Inc Chas	Canaan
Groton	
Chemicals—Agricultural	
Naugatuck Chemical Division	United States
Rubber Co (insecticides, fungicides, weed killers)	Naugatuck
Chemicals—Aromatic	
Naugatuck Chemical Division	United States
Rubber Co	Naugatuck
Chemicals—Rubber	
Robert J King Company Inc The	Norwalk
Christmas Light Clips	
Foursome Manufacturing Company	(various sizes and styles)
Bristol	
Chromium Plating	
Chromium Corp of America	Waterbury
Chromium Process Company	The
Nutmeg Chrome Corporation	Shelton
Chucks	Hartford
Cushman Chuck Co	The
Hartford	
Chucks & Face Plate Jaws	
Union Mfg Co	New Britain
New Britain	
Chucks—Power Operated	
Cushman Chuck Co	The
Hartford	
Clay	
Howard Company (Fire Howard "B" and Temperature Dry)	New Haven
Cleansing Compounds	
MacDermid Incorporated	Waterbury
Clock Mechanisms	
Lux Clock Mfg Co The	Waterbury

Clocks	
E. Ingraham Co	The
Seth Thomas Clocks	
United States Time Corporation	The
Clocks—Alarm	
Lux Clock Mfg	Co The
New Haven Clock and Watch Co	The (spring & electric)
William L. Gilbert Clock Corporation	The
Clocks—Automatic Cooking	
Lux Clock Mfg	Co The
Clutches	
Snow-Nabstdt Gear Corp	The
Russell Mfg Co	The
Clutch Facings	
Raybestos Div of Raybestos-Manhattan Inc	The (clutch facings—molded, woven, fabric, metallic)
Clutch—Friction	
Whitlock Manufacturing Co	The
Coffee Makers	
General Electric Company	
Colls—Pipe or Tube	
National Pipe Bending Co	The
Whitlock Manufacturing Co	160 River St
Coin Tokens	New Haven
Waterbury Companies Inc	Waterbury
A F Holden Company	The
Commercial Heat Treating	
52 Richard St	West Haven
Commercial Truck Bodies	
Metropolitan Body Company	
Compressors	
Norwalk Company Inc	(high pressure air and gas)
Concrete Products	
Plasticrete Corp	Cones
Sonoco Products Co	(Climax-Lowell Div) (Paper)
Consulting Engineers	
Stanley P Rockwell Co	Inc The (Consulting)
296 Homestead Ave	Hartford
Contract Machining	
Malleable Iron Fittings Company	
Contract Manufacturers	
Greist Mfg Co	The (metal parts and assemblies)
503 Blake St	New Haven
Merriam Mfg Co	(production runs—metal boxes and containers to specifications)
Plume & Atwood Mfg Co	The (metal parts & assemblies)
Scovill Manufacturing Company	(metal parts and assemblies)
J H Sessions & Son	Waterbury 91
Controllers	
Bristol Company	The
Manning Maxwell & Moore Inc	
Conversion Gas Range	
Bland Burner Co	The
Conversion Oil Range Burner	
Bland Burner Co	The
Conveyor Systems	
Leeds Electric and Mfg Co	The
Production Equipment Co	
Copper	
American Brass Corp	The (sheet, wire, rods, tubes)
Bridgeport Brass Company	(sheet, rod, wire and tubing)
Bristol Brass Corp	The (sheet)
Chase Brass & Copper Co	(sheet, rod, wire tube)
Thinsheet Metals Co	The (sheets and rolls)
Western Brass Mills Division of Olin Industries Inc	(sheet, strip)
Copper Sheets	
American Brass Company	The
New Haven Copper Co	The
Copper Shingles	
New Haven Copper Co	The
Copper Water Tube	
American Brass Company	The
Bridgeport Brass Co	
Cords—Asbestos	
General Electric Company	
Cords—Braided	
General Electric Company	
Cords—Heater	
General Electric Company	
Cords—Portable	
General Electric Company	
Cord Sets	
General Electric Company	
Cork Cots	
Sonoco Products Co	(Climax-Lowell Div)
Corrugated Box Manufacturers	
Danbury Square Box Co	The

IT'S MADE IN CONNECTICUT

Corrugated Shipping Cases	Elastic Webbing	Engines
Connecticut Corrugated Box Div Robert Gair Co Inc Portland	Ansonia O & C Co Middletown	Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford
D L & D Container Corp 87 Shelton Ave New Haven	Russell Mfg Co The Electric Appliances Bridgeport	Wolverine Motor Works Inc (diesel stationary marine) Bridgeport
Cosmetic Containers	General Electric Company Electric Cables	Envelopes
Eyelet Specialty Co The Waterbury	Rockbestos Products Corp (asbestos insulated) New Haven	Curtis 1000 Inc United States Envelope Company, Hartford Division Hartford
Plume & Atwood Mfg Co The (metal) Waterbury	Electric—Commutators & Segments	Envelopes—Stock and Special
Cosmetics	Cameron Elec Mfg Co The (rewinding motors) Ansonia	American Paper Goods Company The
J B Williams Co The Glastonbury	Rockbestos Products Corp (asbestos insulated) New Haven	Extractors—Tap Kensington
Northam Warren Corporation Stamford	Electric Cords	Walton Company The West Hartford
Cotton and Asbestos Wicking The	Rockbestos Products Corp (asbestos insulated) New Haven	Eyelets
Bland Burner Co The Hartford	Electric Eye Control	American Brass Company The Waterbury
Cotton Yarn	United Cinephone Corporation Torrington	L C White Company The Waterbury
Floyd Cranska Co The Moosup	Electric Fixture Wire	Platt Bros & Co The P O Box 1030 Waterbury
Counting Devices	Rockbestos Products Corp (asbestos insulated) New Haven	Plume & Atwood Mfg Co The Waterbury
Veeder-Roo Inc	Electric Hand Irons	Scovill Manufacturing Company Waterbury 91
Couplings—Self-Sealing	Winsted Hardware Mig Co (trade mark "Durabil") Winsted	Eyelets, Ferrules and Wiring Terminals
Sperry Products Inc Danbury	Electric Insulation	American Brass Company The Waterbury
Cranes and Conveyors	Case Brothers Inc Manchester	Waterbury Companies Inc Waterbury
J-B Engineering Sales Co New Haven	Rogers Corporation The Manchester	Eyelet Machine Products
Crushers	Electric Knife Sharpeners	American Brass Company The Waterbury
Farrel-Birmingham Company Inc (Stone and Ore)	Gorn Electric Company Inc Stamford	Waterville Mfg Co The (size 15 machines only) Waterville
Cups—Paper	Electric Lighting Fixtures	Fabricated Alloys
American Paper Goods Company The ("Puritan") Kensington	Plume & Atwood Mfg Co The Waterbury	Rock Inc (Heat Treating, Finishing) Southport
Cut Stone	Electric Motor Controls	Fancy Dress Buttons and Buckles
Dextone Co The New Haven	Arrow-Hart & Hegeman Electric Co The Hartford	Waterbury Companies Inc Waterbury
Cutters	Electrical Outlet and Switch Boxes, and Covers	Fans—Electric
Barnes Tool Company The (pipe cutters, hand) New Haven	General Electric Company Electric Panel Boards Bridgeport	General Electric Company Bridgeport
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton	Electric Safety Switches	G E Prentice Mfg Co The Kensington
Standard Machinery Co The (rotary board, single and duplex)	Federal Electric Products Co Inc Hartford	Scovill Manufacturing Company (snap and slide fasteners) Waterbury 91
Delayed Action Mechanism	Electric Shavers	Felt
M H Rhodes Inc Hartford	Schick Incorporated Stamford	Auburn Manufacturing Company The (mechanical, cut parts) Middletown
R W Cramer Company Inc The Centerbrook	Electric Signs	American Felt Co (Mill & Cutting Plant) Glenville
Diamonds—Industrial	United Advertising Corp New Haven	Chas W House & Sons Inc (Mill & Cutting Plant) Unionville
Diamond Tool and Die Works Hartford	Electric Switches	Fenders—Boat
Dictaphone Corporation Bridgeport	Arrow-Hart & Hegeman Electric Co The Hartford	Sponge Rubber Products Co Inc Shelton
Gray Manufacturing Company The Hartford	Electric Time Controls	Fibre Board
Soundscriber Corporation The New Haven	R W Cramer Company Inc The Centerbrook	Case Brothers Inc Manchester
Die Castings	Electric Timewatches	C H Norton Co The North Westchester
Newton-New Haven Co Inc New Haven	New Haven Clock and Watch Co The (automobile and alarm)	Rogers Corporation (Specialty) Manchester
Die Casting Dies	Electric Wire	Stevens Paper Mills Inc The Windsor
ABA Tool & Die Co Manchester	Rockbestos Products Corp (asbestos insulated) New Haven	Watkins Manufacturing Co Inc Milford
Parker Stamp Works Inc The Hartford	Electric Wiring Devices	H C Cook Co The Finger Nail Clippers 32 Beaver St Ansonia
Weimann Bros Mfg Co The Derby	Arrow-Hart & Hegeman Electric Co The Hartford	File Cards
Die Castings (Aluminum & Zinc)	Electrical Circuit Breakers	Standard Card Clothing Co The Stafford Springs
Corbin Cabinet Lock Div American Hardware Corp New Britain	Federal Electric Products Co Inc Hartford	Firearms
Stewart Die Casting Div Stewart Warner Corp Bridgeport	Electrical Conduit Fittings & Grounding Specialties	Colt's Manufacturing Company Hartford
Die-Heads—Self Opening	Gillette-Vibber Company The New London	Marlin Firearms Co The New Haven
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven	Federal Electric Products Co Inc Hartford	O F Mossberg & Sons Inc New Haven
Geometric Tool Co The New Haven	Electrical Control Apparatus	Remington Arms Company Inc Bridgeport
Die Polishing Machinery	Electrical Goods	Winchester Repeating Arms Company Division
Hartford Special Machinery Co The Hartford	A C Gilbert Co New Haven	Olin Industries Inc New Haven
Die Sets	Electrical Insulation	Fire Hose
Union Mfg Co (precision, steel and semi-steel) New Britain	Stevens Paper Mills Inc The Windsor	Fabrics Fire Hose (municipal and industrial) Sandy Hook
Dies	Electrical Motors	Fireplace Goods
Hoggson & Pettis Mfg Co The 141 Brewery St New Haven	U S Electrical Motors Inc Milford	American Windshield & Specialty Co The 881 Boston Post Road Milford
Parker Stamp Works Inc The (plastics and die castings) Hartford	Electrical Recorders	John P Smith Co The (screens) 423-33 Chapel St New Haven
Dies and Die Sinking	Bristol Co The Waterbury	Fireproof Floor Joists
Consolidated Industries West Cheshire	Electrical Relays and Controls	Dextone Co The New Haven
Dish Washing Machines	Allied Control Co Plantsville	Fireworks
Colt's Manufacturing Company Hartford	Electrical Wiring Systems	Bevin-Wilcox Line Co The East Hampton
Disk Harrows	Wiremold Co The Hartford	H C Cook Co The 32 Beaver St Ansonia
Orkil Inc—Cutaway Harrow Division Higganum	Electronics	Horton Mfg Co The (reels, rods, lines) Bristol
Door Closers	Crystal Research Laboratories Inc Hartford	Jim Harvey Div Local Industries Inc (nets, lures) Lakeville
P & F Corbin Division The American Hardware Corp New Britain	Gray Manufacturing Company The Hartford	Flashlights
Sargent & Company New Haven	Ripley Co Middletown	Bond Electric Corporation Division of Olin Industries Inc New Haven
Yale & Towne Manufacturing Company The Stamford	Electroplating	Bridgeport Metal Goods Mfg Co Bridgeport
Dowel Pins	National Sherardizing & Machine Co Hartford	Winchester Repeating Arms Company Division
Allen Manufacturing Co The Hartford	Waterbury Plating Company Waterbury	Olin Industries Inc New Haven
Holo-Krome Screw Corp The West Hartford	Electroplating—Equipment & Supplies	Floor Ceiling Plates
Drafting Accessories	Enthone Inc New Haven	Beaton & Cadwell Mfg Co The New Britain
Joseph Merritt & Co Hartford	MacDermit Incorporated New Haven	Gaylor Electric Co Inc Bridgeport
Drilling Machines	Electroplating Processes & Supplies	Fluorescent Lighting Equipment
Henry & Wright Division of Hartford-Empire Company Hartford	United Chromium Incorporated Waterbury	Vanderbilt Manufacturing Co The Willimantic
Drilling and Tapping Machinery	Electrotypes	Wiremold Company The Hartford
Hartford Special Machinery Co The Hartford	W T Barnum & Co Inc (all classes) New Haven	Food Mixers—Electric
Drop Forgings	Elevators	General Electric Company Bridgeport
Atwater Mfg Co Plantsville	Eastern Machinery Co The (passenger and freight)	Clark Brothers Bolt Co Milldale
Bridgeport Hdwe Mfg Corp The Bridgeport	General Elevator Service Co New Haven	Heppenstall Co (all kinds and shapes) Bridgeport
Canewell Mfg Company Hartford	Enameling	Scovill Manufacturing Company (Non-ferrous) Waterbury 91 (Advt.)
Consolidated Industries West Cheshire	Conn Metal Finishing Co Hamden	
Wilcox Crittenden & Co Inc Middletown	Waterbury Plating Company Waterbury	
Druggists' Rubber Sundries	Enameling and Finishing	
Seamless Rubber Company The New Haven	Clairglow Mig Co Portland	
Elastic Braid		
Ansonia O & C Co Ansonia		

IT'S MADE IN CONNECTICUT

Foundries	Hardware—Trailer Cabinet	Insulating Refractories
Connecticut Malleable Castings Co (malleable iron castings) New Haven	Excelsior Hardware Co The Stamford	Mullite Refractories Co The Shelton
Farrel-Birmingham Company Inc (Iron and Steel) Ansonia	Hardware, Trunk & Luggage	Insulating Tape Shelton
Plainville Casting Company (gray, alloy and high tensile irons) Plainville	Corbin Cabinet Lock Div American Hardware Corp New Britain	Ansonia
Sessions Foundry Co The (iron) Bristol	J H Sessions & Son Bristol	Inter-Communications Equipment
Union Mfg Co (gray iron & semi steel) New Britain	Vale & Towne Manufacturing Company The Stamford	Connecticut Telephone & Electric Division of Great American Industries Inc Meriden
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown	Doran Bros Inc Danbury	Interval Timers
Foundry Riddles	Health, Surgical & Orthopedic Supports	Lux Clock Manufacturing Company Waterbury
John P Smith Co The 423-33 Chapel St New Haven	Berger Brothers Company The (custom made for back, breast, and abdomen) New Haven	Rhodes Inc M H Hartfield
Rockwell Company (Industrial) Fairfield	Heat Exchangers	Ironing Machines—Electric
Fuel Oil Pump and Heater Sets Peabody Engineering Corporation Stamford	Whitlock Manufacturing Co The Hartford	General Electric Company Bridgeport
Furnaces	Heat Elements	Jacquard Manchester
Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk	Safeway Heat Elements Inc (woven wire resistance type) Middletown	Case Brothers Inc Manchaster
W S Rockwell Company (Industrial) Fairfield	Heat Treating	J H Sessions & Son Bristol
Furnace Linings	A F Holden Co The 52 Richard St West Haven	Jewelry Findings
Mullite Refractories Co The Shelton	Bennett Metal Treating Co The 1945 New Britain Ave Elmwood	Waterbury Companies Inc Waterbury
Fuses—Plug and Cartridge	Driscoll Wire Company The New Britain Gridley Machine Division	Jig Borer
General Electric Company Bridgeport	The New Britain Machine Co New Britain	Moore Special Tool Co (Moore) Bridgeport
Gage Blocks	Stacey P Rockwell Co Inc The 296 Homestead Ave Hartford	Moore Special Tool Co (Moore) Jointing
Fonda Gage Company (Fonda lifetime-carbide and steel) Stamford	Heat-Treating Equipment	Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet) Bridgeport
Galvanizing	A F Holden Company The 52 Richard Street West Haven (Main Plant)	Key Blanks
Malleable Iron Fittings Co Branford	Autovre Company The Oakville	Corbin Cabinet Lock Div American Hardware Corp New Britain
Wilcox Crittenden & Co Inc Middletown	Holco Inc (Baskets, Muffles, etc.) Southport	Sargent & Company New Haven
Galvanizing & Electrical Plating	Stanley P Rockwell Co Inc The (commercial) 296 Homestead Ave Hartford	Vale & Towne Manufacturing Company The Stamford
Gillette-Vibber Co The New London	Wallace Barnes Co The Div Associated Spring Corp	Labels
Gaskets	Heat-Treating Oils and Compounds	J & J Cash Inc (Woven) South Norwalk
Auburn Manufacturing Company The (from all materials) Middletown	A F Holden Company The 52 Richard Street West Haven	Naugatuck Chemical Division United States Rubber Co (for rubber articles) Naugatuck
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Mitchell-Bradford Chemical Co Bridgeport	Label Moisteners
Gas Scrubbers, Coolers and Absorbers	Heating Apparatus	Better Packages Inc Shelton
Peabody Engineering Corporation Stamford	Miller Company The (domestic oil burners and heating devices) Meriden	Laboratory Equipment
Gauges	Heating and Cooling Coils	Eastern Industries Inc New Haven
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury	G & O Manufacturing Co New Haven	Macalaster Bicknell Company New Haven
Fonda Gage Company (special) Stamford	Heavy Chemicals	Wilcox Lace Corp The Middletown
Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) Bridgeport	Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil) Naugatuck	Laces and Nettings
Manning Maxwell & Moore Inc Stratford	Hex-Socket Screws	Wilcox Lace Corporation The Middletown
Gears and Gear Cutting	Bristol Company The Waterbury	Laquer & Synthetic Enamels
Farrel-Birmingham Company Inc Ansonia	Holo-Krome Screw Corp The West Hartford	Chemical Coatings Corporation Rocky Hill
Hartford Special Machinery Co The Hartford	Highway Guard Rail Hardware	Dagmar Chemical Company Inc Glenbrook
Giftware	Malleable Iron Fittings Co Branford	United Chromium Incorporated Waterbury
Waterbury Companies Inc Waterbury	Hinges	Zapon Finishes Atlas Powder Co Stamford
Glass Blowing	Homer D Bronson Company Beacon Falls	Ladders
Macalaster Bicknell Company New Haven	Hobs and Hobbing	A W Flint Co 196 Chapel St New Haven
Glass Cutters	ABA Tool & Die Co Manchester	Lamps
Fletcher-Terry Co The Forestville	Hoists	Plume & Atwood Mfg Co The (metal oil) Waterbury
Golf Equipment	J-B Engineering Sales Co New Haven	Lampholders—Incandescent and Fluorescent
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol	Hoists and Trolleys	General Electric Company Bridgeport
Governors	Union Mfg Company New Britain	Lamp Shades
Henry & Wright Div Hartford-Empire Co (speed regulating, centrifugal, hydraulic) Hartford	Home Laundry Equipment	Verplex Company The Essex
Greeting Cards	General Electric Company Bridgeport	Lathes—Contin-U-Matic
A D Steinbach & Sons Inc New Haven	Hose Supporters	Bullard Company The (vertical multi-spindle continuous turning type) Bridgeport
Grinding	Ansonia O & C Co Ansonia	Lathes—30H Man-Au-Trol
Centerless Grinding Co Inc The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special) 19 Staples St Bridgeport	Hose Supporter Trimmings	Bullard Company The (horizontal 3 spindle) Bridgeport
Farrel-Birmingham Company Inc (Roll and Cylindrical) Ansonia	Hawie Mfg Co The (So-Lo Grip Tabs) Bridgeport	Lathes—Multi-Au-Matic
Hartford Special Machinery Co The (gears, threads, cams and spines) Hartford	Hospital Signal Systems	Bullard Company The (vertical multi-spindle indexing type) Bridgeport
Grinding Machines	Connecticut Telephone & Electric Division of Great American Industries Inc Meriden	Lathes—Vertical Turret
Farrel-Birmingham Company Inc (Roll) Ansonia	Hot Water Heaters	Bullard Company The (single spindle) Bridgeport
Rowbottom Machine Company Inc (cam) Waterbury	Petroleum Heat & Power Co (Instantaneous domestic oil burner) Stamford	Laundry Roll Covers
Grommets	Eis Manufacturing Co Middletown	Atlas Powder Company (Revolute) Stamford
American Brass Company The Waterbury	Hydraulic Controls	Lead Plating
Plume & Atwood Mfg Co The Waterbury	Sperry Products Inc Danbury	Christie Plating Co The Groton
Hand Tools	Industrial Finishes	Leather
Bridgeport Hdwe Mfg Corp The (nail pullers, scouf axes, box opening tools, trowels, coping saws, putty knives) Bridgeport	Chemical Coatings Corporation	Herman Roser & Sons Inc (Genuine Pigskin) Glastonbury
James J Ryan Tool Works The (screwdrivers, machinist's punches, cold chisels, scratch awls and nail sets) Southington	United Chromium Incorporated	Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede) Bethel
Hardness Testers	Zapon Finishes Atlas Powder Co	Leather Dog Furnishings
Wilson Mechanical Instrument Company Bridgeport	Industrial and Marking Tapes	Andrew B Hendry Co The New Haven
Hardware	Seamless Rubber Company The New Haven	The Smith-Worthington Saddlery Co Hartford
Bassick Company The (Automotive) Bridgeport	Infrared Equipment	Leather Goods Trimmings
P & F Corbin Division The American Hardware Corp (builders) New Britain	Insecticides	G E Prentice Mfg Co The Kensington
Sargent & Company New Haven	American Cyanamid Company Waterbury	Leather, Mechanical
Wilcox Crittenden & Co Inc (marine heavy and industrial) Middletown	Darworth Incorporated ("Coracide" DDT Dispenser)	Auburn Manufacturing Company The (packings, cubes, washers, etc) Middletown
Yale & Towne Manufacturing Company The (builders) Stamford	Insecticide Bomb	Letterheads
Hardware—Marine & Bus	Kerite Insulated Wire & Cable Co Inc The Seymour	Lehman Brothers Inc (designers, engravers, lithographers)
Rostand Mfg Co The Milford	Instruments	Lighting Accessories—Fluorescent
	Bristol Company The Waterbury	General Electric Company Norfolk
	J-B-T Instruments Inc (Electrical and Temperature)	Light—Trouble
	Manning Maxwell & Moore Inc New Haven	General Electric Company Bridgeport
	Insulation	Miller Co The (Miller, Duplexelite, Ivanhoe) Meriden
	Gilman Brothers Co The Gilman	United Manufacturing Co Lime New Haven
		New England Lime Company Canaan
		Lipstick Containers Bridgeport
		Metal Goods Mfg Co Bridgeport (Advt.)

IT'S MADE IN CONNECTICUT

Lithographing	New Britain-Gridley	Machines—Automatic Screw	Metal Products—Stampings
Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford	Machine Division	American Brass Company The
New Haven Printing Company	New Haven	The New Britain Machine Co (single and multiple spindle)	Waterbury
A D Steinbach & Sons	New Haven	New Britain	I H Sessions & Son
Locks—Banks		Machines—Automatic Shaft Turning	Scovill Manufacturing Company (Made-to-Order)
Yale & Towne Manufacturing Company	Stamford	Bullard Company The (30H lathe—horizontal 3 spindle)	WATERBURY 91
Locks—Builders		Bridgemark	
P & F Corbin Division The American Hardware Corp	New Britain	Machines—Conveyor	Metal Specialties
Sargent & Company	New Haven	Bullard Company The (Bullard-Dunn rotary conveyor indexing type)	Excelsior Hardware Co The
Yale & Towne Manufacturing Company	Stamford	Bridgemark	Stamford
Locks—Cabinet		Machines—Contin-U-Matic	American Brass Company The
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Bullard Company The (vertical multi-spindle—continuous turning)	Autotype Co The (Small)
Excelsior Hardware Co The	Stamford	Bridgemark	Bridgeport Chain & Mfg Co
Yale & Towne Manufacturing Company	Stamford	Machines—Draw Benches	Doo-Vel Tool & Mfg Inc The
Locks—Special Purpose		Fenn Manufacturing Company The	Excelsior Hardware Co The
Yale & Towne Manufacturing Company	Stamford	Hartford	Stamford
Locks—Suit-Case and Trimmings		Machines—Drill Spacing	Greist Mfg Co The
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills)	503 Blake St New Haven
Excelsior Hardware Co The	Stamford	Bridgemark	H C Cook Co The
Yale & Towne Manufacturing Company	Stamford	Machines—Drop Hammers	32 Beaver St Ansonia
Locks—Trunk		Fenn Manufacturing Company The	Master Engineering Company West Cheshire
Yale & Towne Manufacturing Company	Stamford	Hartford	J A Osterbein Company The (metal fabrications)
Locks—Zipper		Machines—Forming	Middletown
Excelsior Hardware Co The	Stamford	A H Nilson Mach Co The (four-slide wire and ribbon stock)	Bristol
Loom—Non-Metallic		Bridgemark	Patent Button Co The
Wiremold Company The	Hartford	Machines—Multi-Au-Matic	G E Prentice Mfg Co The
Luggage Fabric		Bullard Company The	Kensington
Falls Company The	Norwich	Machines—Paper Ruling	Plume & Atwood Mfg Co The
Lumber & Millwork Products		John McAdams & Sons Inc	Waterbury
City Lumber Co of Bridgeport Inc	Bridgeport	Machines—Precision Boring	Saling Manufacturing Company
Machetes		New Britain-Gridley Machine Division	Univille
Collins Company The	Collinsville	The New Britain Machine Co New Britain	Stanley Works The
Machine Tools		Machines—Rolling	H C Cook Co The
Bullard Company The	Bridgeport	Fenn Manufacturing Company The	Verplex Company The (Contract)
Machine Work		Machines—Slotting	Essex
Farrel-Birmingham Company Inc	Ansonia	Waterbury Farrel Foundry & Machine Co	Waterbury Lock & Specialty Co The
Fenn Manufacturing Company The (precision parts)	Hartford	The (screw head)	Millard
Hartford Special Machinery Co The (contract work only)	Hartford	Machines—Swaging	Meters—Gas
National Sherardizing & Machine Co (Job)	Hartford	Fenn Manufacturing Company The	Sprague Meter Company
Parker Stamp Works Inc The (Special)	Hartford	Hartford	Meters—Parking
Swan Tool & Machine Co The	Hartford	Corbin Cabinet Lock Div American Hardware Corp	Rhodes Inc M H
Torrington Manufacturing Co The (special rolling mill machinery)	Torrington	New Britain	Lundeberg Engineering Company
Machinery		Machines—Thread Rolling	Milk Bottle Carriers
Fenn Manufacturing Company The (Special)	Hartford	Hartford Special Machinery Co The	John P Smith Co The
Globe Tapping Machine Company (dial type drilling and tapping)	Bridgeport	Waterbury	423-33 Chapel St New Haven
Haliden Machine Company The (mill)	Thomaston	Waterbury Farrel Foundry & Machine Co	
Standard Machinery Co The (bookbinders)	Mystic	The	Hartford Builders Finish Co
Torrington Manufacturing Co The (mill)	Torrington	Machines—Turks Head	Millboard
Machinery—Bolt and Nut		Fenn Manufacturing Company The	Raybestos Div of Raybestos-Manhattan Inc The (asbestos)
Waterbury Farrel Foundry & Machine Co The	Waterbury	Machines—Well Drilling	Bridgeport
Machinery—Cold Heading		Consolidated Industries	Milling Machines
Waterbury Farrel Foundry & Machine Co The	Waterbury	Waterbury	Rowbottom Machine Company Inc (cam)
Machinery Dealers & Rebuilders		Fenn Manufacturing Company The	Millwork
Botwinik Brothers	New Haven	Corbin Cabinet Lock Div American Hardware Corp	Waterbury
J L Lucas and Son	Fairfield	New Britain	Wilcox Crittenden & Co Inc
Machinery—Metal-Working		Machines—Wire Drawing	Middletown
Bristol Metal-Working Equipment	Hartford	Fenn Manufacturing Company The	Minute Minders
Waterbury Farrel Foundry & Machine Co The	Waterbury	Mal Boxes	Lux Clock Mfg Co The
Machinery—Nut		Airline Manufacturing Company The	Mirror Rosettes and Hangers
Waterbury Farrel Foundry & Machine Co The (forming and tapping)	Waterbury	Warehouse Point	Waterbury
Machinery—Screw and Rivet		Corbin Cabinet Lock Div American Hardware Corp	Waterbury Companies Inc
Waterbury Farrel Foundry & Machine Co The	Waterbury	Machines—Apartment & Residential	Mixing Equipment
Machinery—Wire Drawing		New Britain	Eastern Industries Inc
Waterbury Farrel Foundry & Machine Co The	Waterbury	Mall Boxes	Motor Switches
Machines		Wilcox Crittenden & Co Inc	Moulded Plastic Products
Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport	Whipple and Choate Company	Colt's Manufacturing Company
Coulter & McKenzie Machine Co The (special, new development engineering design and construction)	Bridgeport	Bridgemark	Patent Button Co The
Patent Button Company The	Waterbury	Manganese Bronze Ingot	Waterbury
Machines—Automatic		Kilborn-Sauer Company	Waterbury
A H Nilson Mach Co The (Special)	Bridgeport	Marine Engines	Wilcox Crittenden & Co Inc
Machines—Automatic Chucking		Kilborn-Sauer Company (running lights and searchlights)	Whipple and Choate Company
Bullard Company The	Bridgeport	Lathrop Engine Co The	Marine Equipment
New Britain-Gridley Machine Division		Wilcox Crittenden & Co Inc	Wilcox Lace Corp The
The New Britain Machine Co (multiple spindle and double end)	New Britain	Machines—Reverse Gears	Nickel Anodes
		Snow-Nabated Gear Corp The	Apothecaries Hall Co
		Marking Devices	Seymour Mfg Co The
		Hoggson & Pettis Mfg Co The	Nickel Silver
		Parker Stamp Works Inc The (steel)	American Brass Company The
		Machines—Matrices	Plume & Atwood Mfg Co The
		W T Barnum & Co Inc	Seymour
		Waterbury Mattress Co	Waterbury
		Mechanics Hand Tools	Waterbury Rolling Mills Inc (sheets, strips, rolls)
		Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)	Western Brass Mills Division of Olin Industries Inc (sheet, strip)
		Metal Boxes and Displays	Nickel Silver Ingots
		Durham Manufacturing Company The	Whipple and Choate Company The
		Metal Cleaners	Night Latches
		Apothecaries Hall Co	P & F Corbin Division The
		MacDermid Incorporated	American Hard-
		Mitchell-Bradford Chemical Co	ware Corp
		United Chromium Incorporated	New Britain
		Metal Finishing	Sargent & Company
		National Sherardizing & Machine Co	New Haven
		Waterbury Plating Company	Yale & Towne Manufacturing Company The
		Metal Formings	Stamford
		Master Engineering Company	Non-ferrous Metal Castings
		Metallizing	Miller Company The
		Conn Metal Finishing Co	Nuts, Bolts and Washers
		Metal Novelties	Meriden
		H C Cook Co The	Clark Brothers Bolt Co
		32 Beaver St Ansonia	Middletown (Advt.)

IT'S MADE IN CONNECTICUT

Office Equipment	Photo Reproduction	Prefabricated Buildings
Pitney-Bowes Inc Stamford Underwood Corporation Bridgeport & Hartford	New Haven Printing Company The New Haven	City Lumber Co of Bridgeport Inc The Bridgeport
Offset Printing	Pratt Read & Co Inc (keys and action) Ivoryton	Preservatives—Wood, Rope, Fabric Simsbury
Kellogg & Bulkeley A Division of Connecticut Printers Inc Hartford	Pratt Read & Co (keys and actions, backs, plates) Ivoryton	Darworth Incorporated ("Cuprinol") Simsbury
New Haven Printing Company The New Haven	Pile Fabrics	Press Buttons
Oil Burners	Sidney Blumenthal & Co Inc (For furniture, automobiles, railroads, women's wear, toys) Shelton	Gaynor Electric Company Inc Bridgeport
Malleable Iron Fittings Co (domestic)	Verplex Company The Essex	Case Brothers Inc Manchester
Miller Company The (domestic) Meriden	American Brass Co The (brass and copper) Waterbury	Presses
Peabody Engineering Corp (Mechanical and /or Steam Atomizer)	Bridgeport Brass Co (brass & copper) Bridgeport	Farrel-Birmingham Company Inc (Hydraulic) Ansonia
Petroleum Heat & Power Co (domestic, commercial and industrial)	Chas Brass & Copper Co (red brass and copper) Waterbury	Henry & Wright Division of Hartford-Empire Company (automatic mechanical) Hartford
Silent Glow Oil Burner Corp The 147 Park St	Crane Company (fabricated) Bridgeport	Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic
W S Rockwell Company (Industrial) Fairfield	Howard Co (cement well and chimney) New Haven	Presses—Power
Oil Burner Wick	Pipe Fittings	Waterbury Farrel Foundry & Machine Co Waterbury
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport	Corley Co Inc The (300* AAR) Plainville	The Pressure Vessels
Oil Tanks	Malleable Iron Fittings Co Branford	Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk
Norwalk Tank Co The (550 to 300 gals. underwriters above and under ground)	Holo-Krome Screw Corporation The (countersunk) West Hartford	Whitlock Manufacturing Co The Hartford
South Norwalk	Holo-Krome Screw Corp The West Hartford	Printing
Whitlock Manufacturing Co The Hartford	Plastics	Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford
Optical Cores & Ingots	Naugatuck Chemical Division United States Rubber Co Naugatuck	Finlay Brothers Hartford
Plume & Atwood Mfg Co The Thomaston	Sponge Rubber Products Co Inc (expanded cellular) Shelton	Heminway Corporation The Waterbury
Outlets—Electric	Plastic Buttons	Hunter Press Hartford
General Electric Company Bridgeport	Colt's Manufacturing Company Hartford	New Haven Printing Company The
Ovens	Frank Parizek Manufacturing Co The West	Taylor & Greenough Co The New Haven
W S Rockwell Company (Industrial) Fairfield	Patent Button Co The Willington	T B Simonds Inc Hartford
Package Sealers	Plastic Gems	A D Steinbach & Sons New Haven
Better Packages Inc Shelton	Plastics Machinery	The Walker-Rackliff Company New Haven
Packing	Plastic—Moulders	Printing Machinery
Auburn Manufacturing Company The (leather, rubber, asbestos, fibre) Middletown	Colt's Manufacturing Company Hartford	Banthin Engineering Co (automatic) Bridgeport
Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive)	Conn Plastics	Thomas W Hall Company Stamford
Bridgeport	General Electric Company	Printing Rollers
Padlocks	Geo S Scott Mfg Co The	Chambers-Storch Company Inc The (engraved) Norwich
Corbin Cabinet Lock Div American Hardware Corp New Britain	Waterbury Companies Inc West	Production Control Equipment
Sargent & Company New Haven	Waterbury Patent Button Co The	United Cinephone Corporation Torrington
Yale & Towne Manufacturing Company The Stamford	Waterbury	Wassell Organization (Produc-Trol) Westport
Waterbury Lock & Specialty Co The Milford	Plastic Plugs	Production Welding
Paints and Enamels	Holo-Krome Screw Corporation The West	Consolidated Industries West Cheshire
Staminate Corp The New Haven	Plastics	Propellers—Aircraft
Pants	Naugatuck Chemical Division United States Rubber Co Naugatuck	Hamilton Standard Propellers Div United Aircraft Corp East Hartford
Moore Special Tool Co (crush wheel dresser) Bridgeport	Plastics—Moulds & Dies	Pumps
Paperboard	Parker Stamp Works Inc The (for plastics)	Yale & Towne Manufacturing Company The (Tri-rotor) Stamford
Gair Company Inc Robert Montville	Plasticrete Bloc	Pumps—Small Industrial
New Haven Pulp & Board Co The New Haven	Plasticrete Corp Hamden	Eastern Industries Inc New Haven
Robertson Paper Box Co Montville	Plates—Switch	Pump Valves
Paper Boxes	General Electric Company Bridgeport	Colt's Manufacturing Company Hartford
Atlantic Carton Corp (folding) Norwich	Plasters	Punches
National Folding Box Co Inc (folding) New Haven	Christie Plating Co Groton	Hoggson & Pettit Mfg Co The (ticket & cloth) New Haven
New Haven Pulp & Board Co The New Haven	Patent Button Co The Waterbury	Putty Softeners—Electrical
Robertson Paper Box Co (folding) Montville	Waterbury Plating Company Waterbury	Fletcher Terry Co The Box 415 Forestville
Paper Boxes—Folding and Setup	Chromium Process Company The (Chromium Derby)	Pyrometers
Bridgeport Paper Box Company Bridgeport	Plating only	Bristol Co The (recording and controlling) Waterbury
M Backer's Sons Inc Wallingford	Plasters' Equipment	Quartz Crystals
Warner Brothers Company The Bridgeport	Apothecaries Hall Company Waterbury	Crystal Research Laboratories Inc Hartford
Paper Clips	MacDermid Incorporated Waterbury	Radiation-Finned Copper
H C Cook Co The (steel) 32 Beaver St Ansonia	Plasters' Metal	Bush Manufacturing Co West Hartford
Paper Mill Machinery	Plating	G & O Manufacturing Company The New Haven
Farrel-Birmingham Company Inc Ansonia	Plume & Atwood Mfg Co The	Vulcan Radiator Co The (steel and copper) Hartford
Paper Tubes and Cores	Christie Plating Co The (including lead plating)	Radiators—Engine Cooling
Sonoco Products Co (Climax-Lowell Div) Mystic	Conn Metal Finishing Co Groton	G & O Manufacturing Co New Haven
Paraflex Tubes	Plating Processes and Supplies Hamden	Radio and Television Components
Sonoco Products Co (Climax-Lowell Div) Mystic	United Chromium Incorporated Waterbury	General Electric Company Bridgeport
Parkerizing	Plumbers' Brass Goods	Radio Receivers
Clairglow Mfg Company Portland	Bridgeport Brass Co Bridgeport	General Electric Company Bridgeport
Parking Meters	Keeney Mfg Co The (special bends) Newington	Rayon Specialties
Rhodes Inc M H Hartford	Scovill Manufacturing Company Waterbury 48	Hartford Rayon Corporation The Rocky Hill
Pattern-Makers	Plumbing Specialties	Hartford Rayon Corporation The Rocky Hill
Farrel-Birmingham Company Inc Ansonia	John M Russell Mfg Co Inc Naugatuck	Reamers
Penlights	Pole Line Hardware	O K Tool Co Inc The (inserted tooth) 33 Hull St
Bridgeport Metal Goods Mfg Co Bridgeport	Malleable Iron Fittings Co Branford	Recorders
Pet Furnishings	Police Equipment	Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury
Andrew B Hendryx Co The New Haven	The Smith-Worthington Saddlery Co Hartford	Reduction Gears
Pharmaceutical Specialties	Polishing Wheels	Farrel-Birmingham Company Inc Ansonia
Ernst Bischoff Company Inc Ivoryton	Williamsville Buff Div The Bullard Clark Company Danielson	Snow-Nabated Gear Corp The New Haven
Phosphor Bronze	Poly Chokes	Refractories
American Brass Company The Waterbury	Poly Choke Company The (a shotgun choking device) Tariffville	Howard Company New Haven
Miller Company The (sheets, strips, rolls) Meriden	Postage Meters	Norwalk Valve Company (for gas and air) South Norwalk
Seymour Mfg Co The Seymour	Pitney-Bowes Inc Stamford	Sorensen & Company Inc Stamford
Waterbury Rolling Mills Inc (sheets, strips, rolls)	Powdered Metal Products	Resistance Wire
Western Brass Mills Division of Olin Industries Inc (sheet, strip) New Haven	Powmetco Inc East Port Chester	C O Jeliff Mfg Co The (nickel, chromium, kanthal) Southport
Phosphor Bronze Ingots	Waterbury Companies Inc Waterbury	Respirators
Whipple and Choate Company The Bridgeport	Power Presses	American Optical Company Safety Division Putnam (Advt.)
Photographic Equipment	Fenn Manufacturing Company The Hartford	
Kalart Company Inc Plainville		

IT'S MADE IN CONNECTICUT

Retainers	Scales—Industrial Dial	Shoe and Corset Laces
Hartford Steel Ball Co The (bicycle & automotive)	Hartford	Ansonia O & C Co
Riveting Machines	Bridgeport	Showcase Lighting Equipment
Grant Mfg & Machine Co The	Bridgeport	Wiremold Company The
H P Townsend Manufacturing Co The	Elmwood	Hartford Shower Stalls
L-R Mfg Div of The Ripley Co	Torrington	Dextone Company Signals
Raybestos Div of Raybestos-Manhattan Inc The	(brake service equipment)	H C Cook Co The (for card files)
Rivets	Bridgeport	32 Beaver St
Blake & Johnson Co The (brass, copper and non-ferrous)	Waterville	Ansonia Sizing and Finishing Compounds
Clark Brothers Bolt Co	Middletown	American Cyanamid Company Waterbury
Connecticut Manufacturing Company The	Waterbury	G E Prentice Mfg Co The
Plume & Atwood Mfg Co The	Waterbury	North & Judd Manufacturing Co Kensington
J H Sessions & Sons	Bristol	Patent Button Co The New Britain
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper)	Bridgeport	Slings
Raybestos Div of Raybestos-Manhattan Inc The (iron)	Bridgeport	American Steel & Wire Company New Haven
Roasters—Electric	Bridgeport	Smoke Stacks
General Electric Company	Bridgeport	Bigelow Company The (steel) New Haven
Rods		Soap
American Brass Company The (copper, brass, bronze)	Waterbury	J B Williams Co The (industrial soaps, shaving soaps)
Bristol Brass Corp The (brass and bronze)	Bristol	Solder—Soft
Scovill Manufacturing Company (brass and bronze)	Waterbury	Torrey S Crane Company
Roller Skates	Waterbury 91	Special Machinery
Winchester Repeating Arms Company Division Olin Industries Inc	New Haven	Farrel-Birmingham Company Inc
Rolling Mills and Equipment		Henry & Wright Division of Hartford-Empire Company
Farrel-Birmingham Company Inc	Ansonia	H P Townsend Mfg Company The Elmwood
Waterbury Farrel Foundry & Machine Co The	Waterbury	Lundberg Engineering Company Hartford
Rolls		National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)
Farrel-Birmingham Company Inc (Chilled and Alloy Iron, Steel)	Ansonia	Hartford
Rope Wire		Swan Tool & Machine Co The Special Parts
American Steel & Wire Company	New Haven	Greist Mfg Co The (small machines, especially precision stampings)
Rubber Chemicals		J H Sessions & Son
Naugatuck Chemical Division United States Rubber Co	Naugatuck	Special Industrial Locking Devices
Stamford Rubber Supply Co The ("Factice" Vulcanized Vegetable Oils)	Stamford	Corbin Cabinet Lock Div American Hardware Corp
Rubber—Cellular		Special Tools & Dies
Sponge Rubber Products Co Inc	Shelton	Lundberg Engineering Company Hartford
Rubberized Fabrics		Splittings
Duro-Gloss Rubber Co The	New Haven	Gray Manufacturing Company The
Rubber Footwear		Sponge Rubber
Goodyear Rubber Co The	Middletown	United States Rubber Company Naugatuck
United States Rubber Company (Keds, Kedettes, Gaytees, U.S Royal Footwear)	Naugatuck	Spring Colling Machines
Rubber Gloves		Bowden Engineering Co (Torsion) Bristol
Seamless Rubber Company The	New Haven	Torrington Manufacturing Co The Torrington
Rubber Heels		Spring Units
Danbury Rubber Co Inc The	Danbury	Owen Silent Spring Co Inc (mattresses and furniture)
Rubber Latex Compounds and Dispersions		Spring Washers
Naugatuck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds)	Naugatuck	Wallace Barnes Co The Div Associated Spring Corp
Rubber Mill Machinery		Springs—Coil & Flat
Farrel-Birmingham Company Inc	Ansonia	Foursome Manufacturing Company Bristol
Rubber Products, Mechanical		Han-Dee Spring and Manufacturing Co (Coil and Flat)
Auburn Manufacturing Company The (washers, gaskets, molded parts)	Middletown	Humason Mfg Co The
Canfield Co The H O	Bridgeport	New England Spring Manufacturing Company Unionville
Rubber—Reclaimed		Peck Spring Co The
Naugatuck Chemical Division United States Rubber Co	Naugatuck	Wallace Barnes Co The Div Associated Spring Corp
Rubber Soles		Springs—Flat
Danbury Rubber Co Inc The	Danbury	Foursome Manufacturing Company Bristol
Rubber Tile		Wallace Barnes Co The Div Associated Spring Corp
Danbury Rubber Co Inc The	Danbury	New England Spring Mfg Co Unionville
Rubbish Burners		Wallace Barnes Co The Div Associated Spring Corp
John P Smith Co The	423-33 Chapel St	Springs—Furniture
Saddlery	New Haven	Owen Silent Spring Co Inc Bridgeport
The Smith-Worthington Saddlery Co	Hartford	Springs—Wire
Safety Clothing		Colonial Spring Corporation The
American Optical Company Safety Division	Putnam	Connecticut Spring Corporation The (compression, extension, torsion)
Safety Fuses		D R Templeman Co (jewelry)
Ensign-Bickford Co The (mining & detonating)	Simsbury	Foursome Manufacturing Company Bristol
Safety Gloves and Mittens		J W Bernston Company (coil and torsion)
American Optical Company Safety Division	Putnam	Plainville
Safety Goggles		New England Spring Mfg Co Unionville
American Optical Company Safety Division	Putnam	Wallace Barnes Co The Div Associated Spring Corp
Sandwich Grills—Electric		Plainville
General Electric Company	Bridgeport	Spring, Wire & Flat
Saw Blades		Autoyre Company The
Capewell Mfg Co The (Hack Saw, Band Saw)	Hartford	Stamped Metal Products
Saws, Band, Metal Cutting		American Brass Company The Waterbury
Atlantic Saw Mfg Co	New Haven	Waterbury Companies Inc Waterbury
		Stamps
		Hoggson & Pettis Mfg Co The (steel)
		141 Brewery St New Haven
		Parker Stamp Works Inc The (steel) Hartford
		Stampings
		DooVal Tool & Mfg Inc The Naugatuck
		Han-Dee Spring and Manufacturing Co The (small) Hartford
		Plume & Atwood Mfg Co The (small) Waterbury
		Stampings—Small
		Foursome Manufacturing Company Bristol
		Greist Manufacturing Co The New Haven
		L C White Company The Waterbury (Advt.)

IT'S MADE IN CONNECTICUT

Stampings—Small (Continued)				
Master Engineering Company West Cheshire				
Rogers Corporation (Fibre Cellulose Paper)				
	Manchester			
Wallace Barnes Co The Div Associated Spring Corp	Bristol			
	Stationery Specialties			
American Brass Company The Waterbury	Waterbury			
Waterbury Companies Inc Waterbury	Waterbury			
Steel				
Stanley Works The (hot and cold rolled strip)	New Britain			
	Steel Castings			
Farrel-Birmingham Company Inc Ansonia				
Hartford Electric Steel Co The (carbon and				
alloy steel)	540 Flatbush Ave Hartford			
Malleable Iron Fittings Co Branford	Branford			
Nutmeg Crucible Steel Co Branford	Branford			
	Steel—Cold Rolled Spring			
Wallace Barnes Co The Div Associated Spring Corp	Bristol			
	Steel—Cold Rolled Stainless			
Wallingford Steel Company Wallingford	Wallingford			
	Steel—Cold Rolled Strip and Sheets			
American Steel & Wire Company New Haven	New Haven			
Detroit Steel Corporation New Haven	New Haven			
Wallingford Steel Company Wallingford	Wallingford			
	Steel Goods			
Merriam Mfg Co (sheets products to order)	Durham			
	Steel Rolling Rules			
Waterbury Lock & Specialty Co The Milford	Milford			
	Steel Strapping			
Stanley Works The New Britain	New Britain			
	Stereotypes			
W T Barnum & Co Inc New Haven	New Haven			
Stop Clocks, Electric				
H C Thompson Clock Co The Bristol	Bristol			
	Straps, Leather			
Auburn Manufacturing Company The (textile,				
industrial, slate, carriage)	Middletown			
	Studio Couches			
Waterbury Mattress Co Waterbury	Waterbury			
	Super Refractories			
Mullite Refractories Co The Shelton	Shelton			
	Surface Metal Raceways & Fittings			
Wiremold Company The Hartford	Hartford			
	Surgical Dressings			
Acme Cotton Products Co Inc East Killingly				
Seamless Rubber Company The New Haven	New Haven			
	Surgical Rubber Goods			
Seamless Rubber Company The New Haven	New Haven			
	Switches—Electric			
General Electric Company Bridgeport				
	Swaging Machinery			
Hartford Special Machinery Co The Hartford	Hartford			
	Switchboards			
Plainville Electrical Products Company Plainville				
	Switchboards Wire and Cables			
Rockbestos Products Corp (asbestos insulated)	New Haven			
	Synchronous Motors			
R W Cramer Company Inc The Centerbrook	Centerbrook			
	Tanks			
Bigelow Company The (steel) New Haven	New Haven			
Storts Welding Company (steel and alloy) Meriden	Meriden			
	Tape			
Russell Mfg Co The Middletown	Middletown			
	Tap Extractors			
Walton Company The West Hartford	West Hartford			
	Taps, Collapsing			
Geometric Tool Co The New Haven	New Haven			
	Tarred Lines			
Brownell & Co Inc Moodus	Moodus			
	Telemetering Instruments			
Bristol Co The Waterbury	Waterbury			
	Television Receivers			
General Electric Company Bridgeport	Bridgeport			
	Testers—Non-Destructive			
Sprerry Products Inc Danbury	Danbury			
	Textile Machinery			
Merrow Machine Co The 2814 Laurel St	Hartford			
	Textile Mill Supplies			
Ernst Bischoff Company Inc Ivoryton	Ivoryton			
	Textile Processors			
American Dyeing Corporation (rayon, acetate)				
	Aspinook Corp The (cotton) Jewett City	Jewett City		
	Thermometers			
Bristol Co The (recording and automatic control)	Waterbury			
Manning Maxwell & Moore Inc Bridgeport	Bridgeport			
	Thermostats			
Bridgeport Thermostat Company Inc (automatic)	Bridgeport			
	Thin Gauge Metals			
Plume & Atwood Mfg Co The	Thomaston			
Thinsheet Metals Co The (plain or tinned in rolls)	WATERBURY			
	Thread			
American Thread Co The Belding Heminway Corticelli	Willimantic Putnam			
	Uniform Buttons			
Gardner Hall Jr Co The (cotton sewing)	South Willington	Waterbury		
Max Pollack & Co Inc Groton and Willimantic		Union Pipe Fittings		
Wm Johl Manufacturing Co Mystic		Corley Co Inc The (300# AAR)	Plainville	
	Thread Rolling Machinery		Upholstering Fabrics—Woolen & Worsted	
Hartford Special Machinery Co The Hartford		Broad Brook Company (automobile, airplane, railroad)	Broad Brook	
	Threading Machines			
Grant Mfg & Machine Co The (double and automatic)	Bridgeport	Vacuum Bottles and Containers		
	Time Recorders		American Thermos Bottle Co	
Stromberg Time Corp Thomaston		Vacuum Cleaners	Norwich	
	Timers, Interval		Electrolux Corporation Old Greenwich	
A W Haydon Co The Waterbury	Bristol	Spencer Turbine Co The Valves	Hartford	
H C Thompson Clock Co The Centerbrook	Centerbrook	Norwalk Valve Company (sensitive check valves)	South Norwalk	
R W Cramer Company Inc The Rhodes Inn M H	Hartford	W S Rockwell Company (Industrial) Valve Discs	Fairfield	
	Timing Devices		Colt's Manufacturing Company Hartford	
A W Haydon Co The Waterbury		Valves—Automatic Air		
Lux Clock Manufacturing Company M H Rhodes Inc	WATERBURY	Beaton & Cadwell Mfg Co New Britain		
	Timing Devices & Time Switches		Valves—Automobile Tire	
A W Haydon Co The Waterbury		Bridgeport Brass Company Valves—Radiator Air	Bridgeport	
Lux Clock Manufacturing Company M H Rhodes Inc	WATERBURY	Bridgeport Brass Company Valves—Relief & Control	Bridgeport	
	Tools		Beaton & Cadwell Mfg Co New Britain	
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St	New Haven	Valves—Safety & Relief		
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton	Shelton	Manning Maxwell & Moore Inc Vanity Boxes	Bridgeport	
	Tinning		Bridgeport Metal Goods Mfg Co Varnishes	Bridgeport
Thinsheet Metals Co The (non-ferrous metals in rolls)	WATERBURY	Staminite Corp The Velvets	New Haven	
Wilcox Crittenden & Co Inc Middletown		American Velvet Co (owned and operated by A Wimpfheimer & Bro Inc)	Stonington	
	Tools		Leiss Velvet Mfg Co Inc The Willimantic	
Hoggson & Pettis Mfg Co The (rubber workers) 141 Brewery St	New Haven	Velvet Textile Corporation The (velveteen)	West Haven	
O K Tool Co Inc The (inserted tooth metal cutting) 33 Hull St Shelton				
	Tool Chests		Venetian Blinds	
Vanderman Manufacturing Co The	Willimantic	Findell Manufacturing Company Manchester		
	Tools & Dies		Colonial Blower Company Ventilating Systems	
Moore Special Tool Co Bridgeport		Plainville		
Swan Tool & Machine Co The Hartford		Colonial Blower Company Vibrators—Pneumatic		
	Tools, Dies & Fixtures		New Haven Vibrator Company (industrial) New Haven	
Fonda Gage Company (also jigs) Stamford				
Greist Mfg Co The New Haven		Vises		
	Tools, Hand & Mechanical		Charles Parker Co The Meriden	
Bridgeport Hardware Mfg Corp The (screw drivers, nail pullers, box tools, wrenches, auto tools, forgings & specialties)	Bridgeport	Fenn Manufacturing Company The (Quick Action Vices)	Hartford	
	Toys		Vanderman Manufacturing Co The (Combination Bench Pipe)	Willimantic
A C Gilbert Company New Haven		Waffle Irons—Electric		
Geo S Scott Mfg Co The Wallingford		General Electric Company Washers	Bridgeport	
Gong Bell Co The East Hampton		American Felt Co (felt) Glenville		
N N Hill Brass Co The East Hampton		Auburn Manufacturing Company The (all materials)	Middletown	
Waterbury Companies Inc Waterbury		Blake & Johnson The (brass, copper & non-ferrous)	Waterville	
	Toys and Novelties		Clark Brothers Bolt Co Milldale	
Waterbury Companies Inc Waterbury		J H Sessions & Son Bristol		
	Tramways		Plume & Atwood Mfg Co The (brass & copper) Watertown	
American Steel & Wire Company New Haven		Raybestos Div of Raybestos-Manhattan Inc The (clutch washers)	WATERBURY	
	Trucks—Commercial		J H Rosenbeck Inc Torrington	
Metropolitan Body Company (International Harvester truck chassis and "Metro" bodies)		Saling Manufacturing Company (made to order) Unionville		
	Trucks—Industrial		Sessions Foundry Co The (cast iron) Bristol	
George P Clark Co Windsor Locks		Washers—Felt		
	Trucks—Lift		Chas W House & Sons Inc (Mills & Cutting Plant) Unionville	
Excelsior Hardware Co The Stamford		Washing Machines—Electric		
George P Clark Co Windsor Locks		General Electric Company Washers	Bridgeport	
	Trucks—Skid Platforms		E Ingraham Co The Bristol	
Excelsior Hardware Co The (lift) Stamford		New Haven Clock and Watch Co The (pocket & wrist)	New Haven	
	Tube Clips		United States Time Corporation The Waterbury	
H C Cook Co The (for collapsible tubes) 32 Beaver St	Ansonia			
Weimann Bros Mfg Co The (for collapsible tubes)	Derby			
	Tube Fittings		Water Heaters	
Scovill Mfg Co ("Unifare") Waterbury		Whitlock Manufacturing Co The (instantaneous & storage)	Hartford	
	Tubing		Water Heaters—Electric	
American Brass Co The (brass and copper) Waterbury		Bauer & Company Inc Waterproof Dressings for Leather		
Bridgeport Brass Company (brass and copper) Bridgeport		Viscol Company The Wedges	Stamford	
G & O Manufacturing Co (finned) New Haven		Saling Manufacturing Company (hammer & axe) Unionville		
Scovill Manufacturing Company (Brass and Copper) Waterbury	91			
	Tubing—Heat Exchanger		Welding	
American Brass Company The Waterbury		Farrel-Birmingham Company Inc Ansonia		
Scovill Manufacturing Company Waterbury	91	G E Wheeler Company (Fabrication of Steel & Non-Ferrous Metals)	New Haven	
	Typewriters		Industrial Welding Company (Equipment Manufacturers—Steel Fabricators)	Hartford
Royal Typewriter Co Inc Hartford		Porcupine Company The Bridgeport		
Underwood Corporation Hartford		Welding—Lead		
	Typewriters—Portable		Storts Welding Company (tanks and fabrication)	
Underwood Corporation Hartford		Welding Rods	Meriden	
	Typewriter Ribbons and Supplies		American Brass Company The Waterbury	
Underwood Corporation Hartford and Bridgeport		Bristol Brass Co The (brass & bronze) Bristol		
	Underclearer Rolls		Wheels—Industrial	
Sonoco Products Co (Climax-Lowell Div) Mystic		George P Clark Co Windsor Locks (Advt.)		

It's Made in Connecticut

(Continued from page 43)

Wicks	
Auburn Manufacturing Company	The (felt, asbestos)
Raybestos Div of Raybestos-Manhattan Inc	The (oil burner wicks)
Russell Mfg Co	The
Window & Door Guards	
Hartford Wire Works Co	The
	Wire
American Brass Company	The
American Steel & Wire Company	New Haven
Atlantic Wire Co	The (steel)
Bartlett Hair Spring Wire Co	The (hair spring)
Bridgeport Brass Company	(brass and silicon bronze)
Bristol Brass Corp	The (brass & bronze)
Driscoll Wire Co	The (steel)
Hudson Wire Co	Winsted Div (insulated & enameled magnet)
Platt Bros & Co	The (zinc wire)
P O Box 1030	Waterbury
Plume & Atwood Mfg Co	The (brass, bronze, nickel, silver)
Scovill Manufacturing Company	(Brass, Bronze and Nickel Silver)
Wire Arches & Trellises	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Baskets	
Rolock Inc	(Industrial—for acid, heat, de-greasing)
Wiretex Mfg Co Inc	(Industrial, for acid, heat treating and degreasing)
Wire Cable	
Bewin-Wilcox Line Co	The (braided)
	East Hampton
Wire Cloth	
Hartford Wire Works Co	The
C O Jellif Mfg Co	The (all metal, all meshes)
Pequot Wire Cloth Co Inc	Southport
Rolock Incorporated	Norwalk
Smith Co	The John P
Wire Drawing Dies	
Waterbury Wire Die Co	The
Wire Dipping Baskets	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Formings	
Autotype Co	The
G E Prentice Mfg Co	The
Master Engineering Company	West Cheeshire
North & Judd Manufacturing Co	New Britain
Verplex Company	The
Wire Forms	
Colonial Spring Corporation	The
Connecticut Spring Corporation	The
Foursome Manufacturing Company	Bristol
Humason Mfg Co	The
New England Spring Mfg Co	Unionville
Wallace Barnes Co	The Div Associated Spring Corp
Wire Goods	
American Buckle Co	The (overall trimmings)
Patent Button Co	The
Scovill Manufacturing Company	(To Order)
	Waterbury
Wire Partitions	
Hartford Wire Works Co	The
John P Smith Co	The
423-33 Chapel St	New Haven
Wire Products	
Craiglow Mfg Company	Portland
Plume & Atwood Mfg Co	The (to order)
Wire Reels	
A H Nilson Mach Co	The
Wire Rings	
American Buckle Co	The (pan handles and tinniers' trimmings)
Wire Rope and Strand	
American Steel & Wire Company	New Haven
Wire Shapes	
Bridgeport Chain & Mfg Co	The
Wire—Specialties	
Andrew B Hendryx Co	The
Wires and Cable	
General Electric Company	(for tions, industrial and mining)
Rockbestos Products Corporation	(asbestos insulated)
Wires—Building	
General Electric Company	Bridgeport
Wires—Telephone	
General Electric Company	Bridgeport
	Bridgeport

Wood Handles
Salisbury Cutlery Handle Co The (for cutlery & small tools)

Salisbury

Wood Scrapers
Fletcher-Terry Co The

Forestville

Woodwork
C H Dresser & Sons Inc (Mfg all kinds of woodwork)

Hartford

Hartford Builders Finish Co

Hartford

Woven Awning Stripes
Falls Company The

Norwich

Woven Felts—Wool
Chas W House & Sons Inc (Mills & Cutting Plant)

Unionville

Yarns

Hartford Spinning Incorporated (Woolen, knitting and weaving yarns)

Unionville

Aldon Spinning Mills Corporation The (fine-woolen and specialty)

Talcottville

Ensign-Bickford Co The (jute carpet)

Simsbury

Zinc

Platt Bros & Co The (ribbon, strip and wire)

Waterbury

Zinc Castings

Newton-New Haven Co Inc 688 Third Ave

West Haven

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The Purchasing Agents of America

The Men of the Year for 1950

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We at Reliance are grateful for the opportunity of working with so many of the Purchasing Agents of America. We will continue in 1951 to help them to the limit of our capacity.

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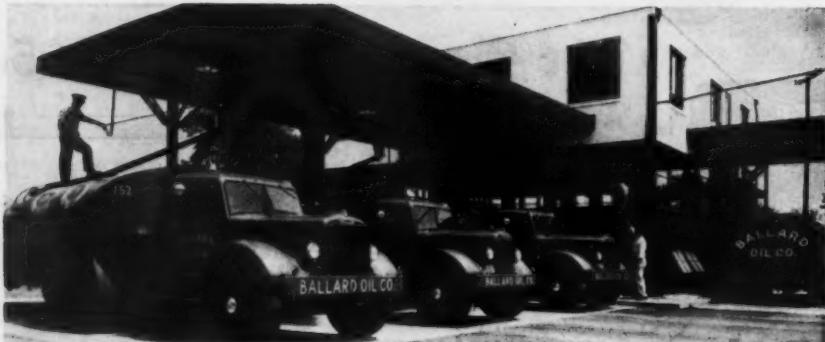
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5

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